

MEASURING RELATIONSHIPS:
A MODEL FOR EVALUATING U.S. AIR FORCE PUBLIC AFFAIRS PROGRAMS

By

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This master's degree thesis is dedicated to my beautiful and precious wife.

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The views expressed in this article are those of the author and do not reflect the official policy or position of the United States Air Force, Department of Defense, or the U.S. Government.

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Abstract of Thesis Presented to the Graduate School
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The thesis advanced here is that Air Force Public Affairs should be responsible for managing the organization-public relationship and that the effectiveness of that management can be measured in terms of relationship building. The current investigation examined organization-public relationship scales in an environment it had never measured before – military public affairs. Furthermore, the current study used a symmetrical approach to gain knowledge of both a community's view and an Air Force base's view of their relationship.

To capture the relationship between a community and a military base, the researcher created a multi-mode survey using genuine random samples of two populations: (1) Fort Walton Beach, FL community members and (2) Eglin Air Force Base military personnel. The surveys were based on previous organization-public relationship scales developed by J.E. Grunig & Hon, 1999; J.E. Grunig & Huang, 2000; Huang, 2001. The relationship scales used in the current investigation were modified to

match a military environment and to gain a greater sense of an organization-community's relationship. All three survey modes had reliable response rates (mail 37.5%, telephone 26.5% and Internet 53.7%) that allowed the results to be generalized to the greater community and base populations.

The surveys used multiple-item scales that revolved around the relationship dimensions of trust, control mutuality, relationship satisfaction, and relationship commitment. Reliability tests of the relationship scales were conducted and all of the dimensions except commitment had reliable scores (Cronbach's Alpha $>.70$). The dimension of commitment did not have a reliable Alpha on a 4-item scale because one of the items had a large amount of standard deviation. Despite a reliability issue for one of the four relationship indicators, the present study supports the proposition that Air Force Public Affairs should develop strategic communication programs grounded in relationship management.

Moreover, measuring organization-public relationships helps to determine the degree to which the Air Force and its key publics trust one another, agree on their power to influence, experience satisfaction, and the commitment level of their relationship. The present study also showed that demographic information (such as a respondent's age) may have some significant influence on the perceptions of a relationship between a local community and a neighboring Air Force base.

In conclusion, the study provides quantifiable evidence that reliable measurement of relationship outcomes exist. By measuring relationships, Air Force Public Affairs specialists can provide insights into the management of their organizations and demonstrate the value of strategic public affairs.

CHAPTER 1 INTRODUCTION

The primary mission of the U.S. Air Force is to defend the United States (and its interests) through the control and use of air and space. To accomplish that mission the Air Force relies on the support of the American people. It is America's sons and daughters who volunteer to serve in the military and it is the American taxpayer who provides the funds necessary to ensure readiness, training, and quality-of-life resources for Air Force service members. Without this vital support, the Air Force would not be able to do its mission. To maintain its relationship with the public the Air Force manages a public affairs (PA) program to help expand awareness and foster support for its air and space force.

The Air Force Public Affairs program focuses on five core competencies that provide the overall vision to conduct Information Operations at home and in an expeditionary role. The core competencies are: (1) to provide trusted counsel to leaders; (2) to build, maintain, and strengthen Airman morale and readiness; (3) to enhance public trust and support; and achieve global influence and deterrence; (4) to strengthen the bonds between the military and (5) to create an open, timely and honest dialogue with communities, opinion leaders and the media (*Air Force Instruction 35-101, Public Affairs Policies and Procedures*, 2001). To paraphrase one public relations textbook, the goal of Air Force Public Affairs is to help manage the relationship between the organization and the publics with whom it needs to survive and thrive (Cutlip, Center, & Broom, 2000).

Measuring the amount of support the Air Force receives from the public can be challenging. Historically, many military public affairs offices have measured their successes and failures based on outputs such as the numbers of press releases created, the amount of airtime a news story received, and the column length of published stories (Fondran, Tyler, Rogers, & Hill, 2000). Keeping track of outputs was an attempt to measure how well the Air Force presented itself to others and how much media attention the service received. However, measuring outputs tells little about the effect the communication medium (press release, television story, newspaper article) had on the people who saw it. Outputs do not tell if people paid attention to the Air Force's message and do not measure the quality of the relationship people have with the organization. Although it is valuable to keep track of public affairs outputs, Lindenmann (2001) suggests it is more important to measure outcomes and the quality of the relationship the organization has with its key publics.

The military public affairs function, like all elements of any organization, should be held accountable for contributing to the organization's goals and objectives. Lindenmann, (1994) states that it not possible to evaluate the relative strengths and weaknesses of a public affairs program unless an organization performs some type of research measurement. Not only is measurement in public relations possible, but it is taking on increasing importance. Lindenmann (1994) defines measurement as "a way of giving an activity a precise dimension, generally by comparison to some standard or baseline. This is usually done in a numerical or quantifiable manner. What we are usually looking for in measurement are some hard numbers that we can rely on and that are projectable" (p. 107).

The thesis advanced here is that public affairs should be responsible for managing the organization-public relationship and that the effectiveness of that management can be measured in terms of relationship building. Furthermore, the rating of those relationships can help act as a predictor of public opinion or behavior. A number of public relations scholars have developed a series of scales to measure organization-public relationships (Bruning & Ledingham, 1999; Bruning & Galloway, 2003; J.E. Grunig & Hon, 1999; J.E. Grunig & Huang, 2000; Huang, 2001). Most of these scales revolve around the relationship dimensions of trust, commitment, satisfaction, understanding and control mutuality (the degree to which each party feels some control over the relationship) to determine the value of public relations. This investigation proposes to determine whether the U.S. Air Force could use a relationship management approach to measure its public affairs programs. The current study attempts to expand the J.E. Grunig and Huang (2000) organization-public relationship scale by applying it to a military environment to measure the effectiveness of Air Force Public Affairs programs and the relationships they help build. This study is part of a continuing exploration of relationship management as a general paradigm for the study and practice of public affairs and builds on J.E. Grunig and Huang's previous research.

Throughout this paper, the terms "public affairs" and "public relations" are used interchangeably. Both words refer to the communication management function of an organization. The term public affairs is preferred in most governmental agencies and the term public relations is used among academic scholars and other communication professionals (J.E. Grunig & L.A. Grunig, 2001).

CHAPTER 2 REVIEW OF THE LITERATURE

Relationship Management in Public Relations

Historically, the practice of public relations has focused on managing communication. Practitioners and academics applied a mass communication approach to disseminating information and influencing public behavior (Cutlip, Center, & Broom, 1994). Many of the pioneers in public relations had journalism backgrounds and assumed that using effective press relations and delivering key messages were the keys to enhancing an organization's image (Cardwell, 1997). Public relations practitioners were perceived as media managers and programs were evaluated in terms of the amount of communication produced (Dozier, J.E. Grunig, & L.A. Grunig, 1995). As the field evolved, the practice of public relations developed from press agency to include publicity, public affairs, issue management, advertising, lobbying, investor relations and development (Cutlip et al., 1994). According to Bruning and Ledingham (2000a) public relations theory also evolved and moved from communication dissemination models to two-way symmetrical models that viewed public relations as a way to "generate mutual benefit for organizations and for their key publics" (p. 55).

The idea that relationships should be at the core of public relations scholarship and practice was first advocated by Ferguson (1984). She reviewed nine years of academic research that was published in public relations journals and concluded that the discipline would be greatly enhanced if there were a paradigm shift that focused on relationships: "By this, the author means that the unit of study should not be on the organization, nor

the public, nor the communication process. Rather the unit of study should be on the relationships between organizations and their publics” (p. ii). It is important to note that Ferguson did not confine public relations exclusively to the management of communications within relationships. Instead, she identified the need for practitioners and academics to understand the organizations and publics, and the environment in which they both exist.

The relational approach was further advanced by Wilson (1994) who stated that the role of public relations “is to facilitate positive communication between an organization and its publics” (p. 136). J.E. Grunig and Hunt’s (1984) symmetrical model of public relations emphasized building two-way relationships that benefit organizations and publics. Practitioners and academics had begun to recognize that communications (although important) was not the main function of public relations. Simply distributing messages through press releases and dispensing newsletters did not necessarily lead to organizational effectiveness (J. E. Grunig & Hunt, 1984).

Since Ferguson’s (1984) call for relationships to be the main unit of study in public relations, practitioners and academics increasingly focused their attention on the organization-public relationship (Bruning & Ledingham, 2000b). The relationship concept was given momentum when the authors of *Effective public relations* (Cutlip et al., 1994) began to define public relations in terms of a “management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends” (p. 6). According to Ledingham (2003), it would be hard to overstate the importance of the relational approach to public relations. Dozier (1995) explained that, “the purpose and direction of an organization (its

mission) is affected by *relationships* with key constituents (publics) in the organization's environment (p. 85). The shift from influencing opinions to building and maintaining relationships was noted by Ehling (1992) who said that this "indicates an important change in the conceptualization of the primary mission of public relations." (p. 622).

The academic literature of relationship management draws on concepts from the disciplines of mass media, inter-organizational behavior, interpersonal communication, social psychology and marketing and management. Scholars have called for the integration of these concepts into an overarching public relations theory (Ledingham & Bruning, 2000; Toth & Trujillo, 1987). Incorporating these many ideas was an approach advanced by Toth (1995) who suggested public relations should be thought of as a type of interpersonal communication with public relations professionals serving as facilitators between an organization and its publics.

Relationship management theory took a step forward when Broom, Casey and Ritchey (1997) conducted an extensive literature review that helped to develop the concept of organization-public relations (OPR). The public relations researchers recommended the following definition:

"Organization-public relationships are represented by patterns of interaction, transaction, exchange, and linkage between an organization and its publics. These relationships have properties that are distinct from the identities, attributes, and perceptions of the individuals and social collectivities in the relationship. Though dynamic in nature, organization-public relationships can be described at a single point in time and tracked over time" (p. 18).

As public relations progressed toward building relationships, so did the focus of scholarly research. Public relations qualitative and quantitative studies were no longer interested in measuring communication flows; instead, researchers began to examine the variables that influence organization-public relationships (Ledingham 2003). Although

there had been a considerable number of academic studies on relationship management, many researchers noted the need for proper definitions and measurement tools that academics and practitioners could use to assess relationships between publics and organizations (Broom, Casey, & Ritchey, 1997; Bruning & Ledingham, 1999; Ferguson, 1984; Ledingham & Bruning, 1998). Responding to the call for clarity, Ledingham (2003) articulated the following theory of relationship management:

“Effectively managing organizational-public relationships around common interests and shared goals, over time, results in mutual understanding and benefit for interacting organizations and publics” (p. 190).

Relationship-management theory is based on the idea that the relationship is the “state which exists between an organization and its key publics in which the actions of either entity impact the economic, social, cultural or political well-being of the other” (Ledingham & Bruning, 1998, p. 62). Ledingham (2001) contended that relationship management should serve as a functional concept for public relations and that measuring organization-public relationships could provide the proper framework for programmatic accountability.

Building relationships implies a give and take between parties involved in the relationship, and is consistent with two-way symmetrical public relations. The symmetrical model focuses on the way in which an organization and its key publics engage in a process of continual and reciprocal information exchange. J.E. Grunig (1993) argued that organizations should build both symbolic (communication-based) and behavioral (grounded in action and events) relationships and that they should be “intertwined like the strands of a rope” (p. 123). A central concept of the relationship management perspective is that to build and sustain relationships, organizations must take action and then communicate that action to affect the long-term behavior of key public

members (J.E. Grunig, 1993). Moreover, J.E. Grunig (1992) stressed the importance of linking organization-public relationships to organizational goals, stating that “for public relations to be valued by the organizations it serves, practitioners must be able to demonstrate that their efforts contribute to the goals of their organizations by building long-term behavioral relationships with strategic publics” (p. 136).

In the research project on Excellence in Public Relations and Communication Management, J.E. Grunig, L.A. Grunig and Ehling (1992) developed a general theory of how public relations contributes to organizational effectiveness and discovered that relationship management was a significant contributor to public relations success. The researchers conducted quantitative studies based on a sample of more than 300 organizations in the United States, Canada and the United Kingdom. They believed it was necessary to understand what it means for an organization to be effective before they could explain how public relations can make it more effective (J.E. Grunig et al, 1992). They concluded public relations adds to organizational effectiveness when it “helps to reconcile the organization’s goals with the expectations of its strategic constituencies. This contribution has monetary value to the organization. Public relations contributes to effectiveness by building quality, long-term relationships with strategic constituencies” (p. 86). Strategic publics (or constituencies) are publics with which organizations need relationships to achieve its goals. J.E. Grunig & Huang (2000) simply distilled the concept to explain that the value of public relations is in relationships:

“When public relations helps the organization build relationships with strategic constituencies, it saves the organization money by reducing the costs of litigation, regulation, legislation, pressure campaigns, boycotts, or lost revenue that result from bad relationships with publics – publics that become activist groups when relationships are bad. It also helps the organization make money by cultivating relationships with donors, consumers, shareholders, and legislators who are needed to support organizational goals. Good relationships with employees also increase the likelihood that they will be satisfied with the organization and with their jobs, which makes them more likely to support and less likely to interfere with the mission of the organization” (J.E. Grunig & Huang, 2000, pp.32-33).

The benefits of effectively managed relationships has been demonstrated in research findings that show people who identify themselves as in a relationship with an organization are more likely to remain as customers (Bruning, 2000). Bruning and Ledingham (2000c) recommended that practitioners develop organization-public relationships “to move the practice of public relations away from a journalistic approach, in which the placing of publicity is the primary focus, into a management approach, in which initiation, development, enhancement, and maintenance of mutually beneficial relationships toward the ultimate goal of key public members' loyalty is of utmost importance” (p. 88). They advised public relations practitioners to build programs grounded in relationship dimensions such as trust, openness, involvement and commitment.

As the review of the literature implies, there has been much progress in terms of exploring the issues of organization-public relations. Even so, those contributing to the literature have offered several suggestions for future research (Bruning and Ledingham, 2000c; J.E. Grunig & Huang, 2000). Building upon the relational idea, this paper proposes an empirical framework to measure the state of the relationship between an Air Force base and a local community upon which it depends upon to fulfill its mission. The

next section examines the movement within public relations to measure organization-public relationships and presents the research question for this investigation.

Measuring Relationships

Although the relationship management perspective has developed an abundant following with a number of scholars and practitioners, many had difficulty focusing the practice of public relations on relationships because measurement processes had not been developed (G.M. Broom et al., 1997; Bruning & Ledingham, 1999; Ferguson, 1984; Hon & J.E. Grunig, 1999; J.E. Grunig & Huang, 2000; Ledingham 2003). Broom and Dozier (1990) noted that “conceptually, public relations programs affect the relationships between organizations and their publics but rarely is program impact on the relationships themselves measured” (pp. 82-83). Heath (2001) contended that without solid measurement and management procedures organization-public relations could “become a buzzword that it not easily translated into practice” (p. 443).

A number of scholars responded to the need for the development of methodologies and scales that could measure organization-public relationships. Bruning and Ledingham (1999) developed a multiple-item measurement tool that focused on respondent organization-public relationship attitudes. The researchers reviewed relationship literature from the field of interpersonal communication and constructed statements that examined the relationship factors of trust, openness, involvement, investment, and commitment. They also reviewed research in public relations, and produced a measurement scale built around the issues of reciprocity, mutual legitimacy, and mutual understanding. The results from their study revealed that organization-public relationships were multi-dimensional. They found that strategic publics expected organizations to fulfill personal, professional, and community relationship needs.

Researchers have applied this scale in investigations that linked relationships to evaluations of satisfaction (Bruning & Ledingham, 2000c), intended behaviors (Bruning & Ralston, 2000) and actual behavior (Bruning, 2002).

Hon and J. E. Grunig (1999) reviewed psychology literature in order to identify characteristics of interpersonal relationships. They concluded that trust, commitment, control mutuality, satisfaction, exchange relationship, and communal relationship were respectable indicators of successful interpersonal relationships. Public relations research also revealed that those six elements could be applied equally well to organization-public relationship settings (Huang, 1997). Continuing this line of research, J. E. Grunig and Huang (2000) identified trust, control mutuality, relationship commitment, and relationship satisfaction as the most important outcome factors in an organization-public relationship because they appeared consistently in both organizational and interpersonal communication literature.

J. E. Grunig and Huang (2000) argued that many other factors identified by scholars are components of trust, control mutuality, satisfaction, and commitment.

Huang (1998) defined organization-public relationships as “the degree that the organization and its publics trust one another, agree on that one has rightful power to influence, experience satisfaction with each other, and commit oneself to one another” (p. 12). Based on conceptual foundations, as well as empirical data, Huang (2001) created a cross-cultural, multiple-item scale built on the concept that relationships consist of more than one fundamental attribute. The number of relationship attributes or dimensions can vary depending upon what part of the relationship an organization wants to measure. The researcher developed a measurement instrument that revolved around the relationship

dimensions of trust, control mutuality, relationship satisfaction, and relationship commitment. Huang included an additional dimension that reflected the characteristics of Eastern culture. Huang specified that these four relationship dimensions were used in the scale because they appear repeatedly in the literature of interpersonal and organizational relationships. Hon and J.E. Grunig (1999) summarized the characteristics of these four relationship dimensions by offering the following:

- **Trust** – One party’s level of confidence in and willingness to open oneself to the other party. There are three dimensions to trust: *integrity*: the belief that the organization is fair and just . . . *dependability*: the belief that an organization will do what it says it will do . . . and, *competence*: the belief that an organization has the ability to do what it says it will do.
- **Commitment** – The extent to which each party believes and feels that the relationship is worth spending energy to maintain and promote. Two dimensions of commitment are *continuance* commitment, which refers to a certain line of action, and *affective* commitment, which is an emotional orientation.
- **Control Mutuality** – The degree to which parties agree on who has the rightful power to influence one another. Although some imbalance is natural, stable relationships require that organizations and publics each have some control over the other.
- **Satisfaction** – The extent to which each party feels favorably toward the other because positive expectations about the relationship are reinforced. A satisfying relationship is one in which the benefits outweigh the costs.

Huang’s scale proved that these dimensions have “good reliability and validity that an organization can use to better understand its publics’ perceptions toward their relationship quality and thus improve public relations practice” (p. 82). The researcher designed this measurement instrument to be applied by different organizations and recommended the scale be adapted or supplemented to fit the specific research needs of organizations that want to measure their organization-public relationship.

One limitation noted in the Bruning and Ledingham (2000c) scale as well as in the J.E. Grunig and Huang scale (2000) was that they examined only one party’s perception

of a two-party relationship. Broom et al. (1997) argued that to truly measure relationships scholars and practitioners must develop methods that view “relationships as phenomena distinct from perceptions held by parties in the relationship” (p. 95). Broom and Dozier (1990) suggested that instead of using one-way surveys communication professionals should use symmetrical approaches to quantify relationships. They believed that such a methodology would provide a measure of the amount of agreement between an organization and its strategic publics as well as an estimation of the accuracy of each groups’ perceptions. Using a symmetrical approach to measure relationships could reveal if there is an accurate perception of consensus or if there is an inaccurate perception of the agreement in an organization-public relationship. Broom and Dozier concluded that conducting surveys of key publics along with surveys of the organization “provides the most complete picture of program impact on the organization-public relationship” (p. 86). J.E. Grunig and Huang (2000) also noted that it is important to determine what all the parties who are involved in a relationship perceive of all of the members who are making an effort to maintain the relationship.

While the literature contains different approaches to measuring relationships, there appears to be consensus that public relations is moving away from its traditional focus on message creation and dissemination, and toward a wider view of the field as a goal-oriented, problem-solving management function (Ledingham, 2003). As the profession of public relations comes under pressure to demonstrate accountability, the concept of linking public relations activities to relationship results continues to gain momentum. The most important audiences organizations should measure are the people who work for the organization and the key publics the organization relies upon to survive. The current

investigation examined a military base's relationship with a local community and the community's relationship with the local military base. The researcher conducted a series of surveys using proven methods that determines both parties' perceptions of their relationship. In addition, this work adds to the research literature of organization-public relations and serves as a further test of J.E. Grunig and Haung's (2000) relationship scale. The following research questions are posited:

RQ1. Can an organizational-public relations assessment scale be used by the U.S. Air Force to evaluate its relationships with strategic publics?

RQ2. Do demographics affect the perceptions of a relationship between a local community and a neighboring Air Force base?

CHAPTER 3 METHODOLOGY

Overview of the Survey Methodology

The present study investigates empirically the survey instrument developed by J. E. Grunig and Huang (2000) to measure organization-public relationships. The instrument represents a shorter version of an earlier six-dimension scale (trust, control mutuality, commitment, satisfaction, communal relationships, and exchange relationships) created by the same researchers (summarized in Hon & J.E. Grunig, 1999). Out of the six relationship indicators, J. E. Grunig and Huang (2000) argued that trust, control mutuality, commitment, and satisfaction represented the core indicators of an organization-public relationship. The researchers found that these four factors occurred consistently in the literature regarding interpersonal and organizational relationships. The present study used these four relationship indicators to measure the organization-public relationship between an Air Force base and its local community.

Parasuraman A., Zeithaml V., & Berry L. (1988) suggested that to evaluate the quality of an organization's relationship, a good approach is to measure the public's perception of it. The present study goes one-step further. Instead of using a one-way survey to measure a two-party relationship, the present study uses a symmetrical approach to quantify the organization-public relationship. Measuring both parties in a relationship is more consistent with J.E. Grunig & Hunt's (1984) call for symmetrical public relations and makes the relational measures more meaningful because the researcher had a greater data set. To be symmetrical the present study used mixed-mode

surveys and quantitative research methods that measured the organization-public relationships between an Air Force base and its neighboring community. The study was organized into two survey groups. One group consisted of military members stationed at Eglin Air Force Base, FL (organizational members) and the other group consisted of homeowners who lived in Fort Walton Beach, FL (community members). The present study adds to the body of knowledge in the public relations field by advancing the existing theory and literature on organization-public relationships using organization to community measurement approaches. In addition, the study takes a symmetrical approach to evaluating public relations in the context of relationship management.

Setting for the Study

Eglin Air Force Base is located in northwest Florida and is part of the U.S. Air Force Materiel Command. The base's mission is to help develop, test and evaluate non-nuclear munitions, electronic combat systems and navigation systems needed to defend the United States and its interests. The base was activated in 1935 and has become one of the largest air force bases in the world. It covers 724 square miles of land area and has 97,963 square miles of water ranges in the Gulf of Mexico that can be used for military training and testing. Eglin employs approximately 20,000 people; about half are military and half are civilians. The base is a neighbor to the nearby community of Fort Walton Beach and is committed to building positive relationships that enhance mutually supportive programs and initiatives (*Eglin Air Force Base Guide*, 2004).

The Greater Fort Walton Beach community makes up more than 90 percent of Okaloosa County's 604,000 acres. Its metropolitan area includes the rapidly growing municipalities of Shalimar, Cinco Bayou, Mary Esther and Destin along with the unincorporated communities of Wright and Ocean City. Combined, the local area has a

population of nearly 100,000 with the county reaching nearly 171,000 (*Greater Fort Walton Beach Chamber of Commerce*, 2004). The economic condition of the area is stable due, primarily, to the amount of money coming from tourism and the economic influence that Eglin Air Force Base provides. The combined active and retired military, civil service, exchange and non-appropriated fund payrolls for this area total in excess of \$400 million, and purchases by the military provide a ready market for area businesses (*Eglin Air Force Base Guide*, 2004).

Although the Florida weather and gulf coast beaches may have helped to attract people to the Fort Walton Beach area, the growth and development has also caused encroachment challenges with Eglin, AFB. The influx of new houses, highways and business complexes have pushed themselves closer to the base's perimeter. To safeguard itself, the military base established an encroachment office "to ensure Eglin AFB's land, water, air and frequency resources are protected from encroachment by non-Department of Defense actions and activities, and are available for current and future Air Force and Department of Defense mission requirements (*46th Test Wing Encroachment Office*, 2003). For example, in August 2004, a developer was planning to build a high-rise condominium complex near the base that would have interfered with a radar site that tracks training missions over the Gulf of Mexico. However, the developer withdrew his request when the Air Force and community members voiced concerns that it would negatively affect operations at the base ("Developer decides to revise Destin project in face of criticism," 2004). As communities continue to grow, encroachment becomes a key issue between military installations and the people who live near them. To gain a greater understanding about how the Fort Walton Beach community and Eglin Air Force

view their relationship, a benchmarking study could measure the military's public affairs efforts to maintain public trust and support.

Sample and Procedure

A mixed-mode survey design consisting of Internet, mail and telephone surveys were used to attain adequate response rates and reduce non-response and coverage errors. Internet surveys were sent to military personnel at Eglin Air Force Base, because all members have e-mail accounts and access to computers. Mail and telephone surveys were used to collect data from Fort Walton Beach homeowners. A multi-mode survey was used to reduce the weaknesses inherent in each survey method. When researchers use a mixed-mode survey, Dillman (2000) recommends applying "unimode construction" to the survey "to assure that respondents to all modes receive an equivalent stimulus regardless of whether it is delivered aurally or visually" (p. 244). In this study, three similar surveys were sent to the participants. One-thousand randomly selected Eglin Air Force Base personnel received an Internet survey measuring their views of the community (Appendix A). Likewise, six-hundred randomly selected homeowners in Fort Walton Beach received either a mail survey (Appendix B) or were selected for a telephone survey (Appendix C) that measured their views of Eglin Air Force Base. Table 3-1 shows the number of surveys sent to Fort Walton Beach, FL homeowners and Eglin Air Force Base personnel.

Table 3-1. Multi-Mode Survey Solicitations

Survey Audience	Fort Walton Beach, FL Homeowners		Eglin, AFB Military Personnel
Survey Type	Mail	Telephone	Internet
Survey Solicitations	400	200	1000

The 1,000 Internet questionnaires of Eglin military members were sent via a systematic-random sample compiled by selecting every *n*th name from a list of e-mail addresses provided by Eglin AFB.

The 400 mail questionnaires of Fort Walton Beach homeowners were sent via systematic random sample. A sample group was compiled by selecting every *n*th name from a list provided by Alesco Group, LLC, a database consulting company that guarantees a 98 percent mailing list deliverability to residents. For the mail surveys, 400 preaddressed, stamped envelopes were included to facilitate the return of the completed questionnaires. Dillman (2000) contends that including a return envelope with a real stamp on it “also improves response rate over a business reply envelope” (p. 18).

The telephone survey made to Fort Walton Beach homeowners was conducted via systematic-random sample dialing. A sample group was compiled by selecting every *n*th name from a list provided by Alesco Group, LLC. For the telephone survey, 200 homeowners in Fort Walton Beach were called and asked to participate. Lavrakas (1993) recommends that for “surveys of the general public, Sunday through Thursday evenings and Saturday afternoons are the best time to reach most potential respondents” (p. 149). Phone calls to homeowners were made between 4 p.m. and 8:30 p.m. on weeknights and from 11 a.m. to 4 p.m. on Saturdays.

Before conducting the actual surveys, the survey instruments (Internet, mail, and telephone) were pretested and slight modifications of the questionnaires were made to improve the surveys. Military members at Eglin Air Force Base, FL., conducted the pretest of the Internet survey. The pretests for telephone and mail surveys were conducted with homeowners who lived in the Hampton Roads area of Virginia. This

location was selected because there are many military installations in the area, such as Langley Air Force Base, Norfolk Naval Station, and Fort Monroe, and the residents were able to respond to questions that asked about their relationship with nearby military facilities. Based on the feedback from military respondents and homeowners the J. E. Grunig and Huang relationship measurement scale was altered from a 7-point scale to a 5-point scale to clarify participant responses.

The questionnaires were based on reliable scales for measuring organization-public relationships (J.E. Grunig & Huang, 2000; Huang, 2001). The four relationship dimensions of trust, control mutuality, relationship satisfaction, and relationship commitment were measured using J.E. Grunig and Huang's relational scale (summarized in Hon & J. E. Grunig, 1999). These question order of the relational scale statements were mixed so a trust question would be followed by a satisfaction question which would be followed by a commitment question, etc. This was done to create a more randomized scale that reduced the possibility of respondents systematically selecting the same answer for each relational scale.

In regards to the wording of the relationship questionnaire items, the feedback from pretest respondents indicated that many of the relationship scale items needed to be adjusted slightly to apply to a military and community relationship. Table 3-2 shows the J. E. Grunig and Huang worded statements and the modifications made for the present study. The relationship statements comparing the community's views of Eglin Air Force Base and the Eglin, AFB's views of the community were written to mirror one another as closely as possible. Most of the alterations to the J. E. Grunig and Huang scale (summarized in Hon & J. E. Grunig, 1999) dealt with shifting the focus of the statements

away from what individuals thought about the organization and concentrated on measuring the community's view of the organization. For example, the statement "This organization really listens to what people like me have to say" was replaced with "The local Air Force base really listens to what our community has to say". This change in wording captures a greater sense of what the public (vs. individuals) thought of the organization-public relationship. Table 3-2 shows a comparison of the J E. Grunig and Huang statements and the relationship measures used in the present study.

Table 3-2. Comparison of Multi-Mode Survey Relationship Scale Statements

J. E. Grunig and Huang's relationship scale	Forth Walton Beach relationship scale	Eglin Air Force Base relationship scale
1. This organization does not mislead people like me.	1. I feel that I can trust the local Air Force base to be a good neighbor.	1. I feel that I can trust the Greater Fort Walton Beach community to be a good neighbor to the Air Force.
2. I am happy with this organization.	2. I feel the community is pleased with the local Air Force base.	2. I feel the local Air Force base is pleased with the Greater Fort Walton Beach community.
3. Compared to other organizations, I value my relationship with this organization more.	3. The community values its relationship with the local Air Force base more than it does with other organizations.	3. The local Air Force base values its relationship with the Greater Fort Walton Beach community more than it does with other communities.
4. In dealing with people like me, this organization has a tendency to throw its weight around.	4. The local Air Force base has a tendency to throw its weight around when dealing with our community.	4. The Greater Fort Walton Beach community has a tendency to throw its weight around when dealing with our Air Force base.
5. This organization really listens to what people like me have to say.	5. The local Air Force base really listens to what our community has to say.	5. The Greater Fort Walton Beach community really listens to what our Air Force base has to say.
6. This organization can be relied on to keep its promises.	6. The local Air Force base can be relied on to keep its promises.	6. The Greater Fort Walton Beach community can be relied on to keep its promises.

Table 3-2. Continued

7. I feel that this organization is trying to maintain a long-term commitment to people like me.	7. I feel that the local Air Force base is trying to maintain a long-term commitment to our community.	7. I feel that the Greater Fort Walton Beach community is trying to maintain a long-term commitment to our Air Force base.
8. This organization believes the opinions of people like me are legitimate.	8. The local Air Force base believes the opinions of our community are important.	8. The Greater Fort Walton Beach community believes the opinions of our Air Force base are important.
9. I feel people like me are important to this organization.	9. I feel our community is important to the local Air Force base.	9. I feel our Air Force base is important to the Greater Fort Walton Beach community.
10. Sound principles seem to guide this organization's behavior.	10. Ethical principles seem to guide the local Air Force base's behavior.	10. Ethical principles seem to guide the Greater Fort Walton Beach community's behavior.
11. I feel that this organization is trying to maintain a long-term commitment to people like me.	11. I feel the community is committed to maintaining its relationship with the local Air Force base.	11. I feel the community is committed to maintaining its relationship with the local Air Force base.
12. Both the organization and people like me benefit from the relationship.	12. Both the local Air Force base and our community benefit from their relationship.	12. Both the Air Force base and the Greater Fort Walton Beach community benefit from their relationship.
13. This organization treats people like me fairly and justly.	13. Compared to other organizations, the local Air Force base treats our community fairly.	13. Compared to other communities, the Air Force base treats the Greater Fort Walton Beach community fairly.
14. I have no desire to have a relationship with this organization.	14. The community <u>does not</u> wish to continue its relationship with the local Air Force base.	14. The Air Force base <u>does not</u> wish to continue its relationship with the Greater Fort Walton Beach community.
15. The management of this organization gives people like me enough say in the decision-making process.	15. The local Air Force base gives our community enough say in its decision-making process.	15. The Greater Fort Walton Beach community gives our Air Force base enough say in its decision-making process.
16. Generally speaking, I am pleased with the relationship this organization has established with people like me.	16. Generally speaking, the community's relationship with the local Air Force base is good.	16. Generally speaking, the community's relationship with the local Air Force base is good.

The complete questionnaires (Internet, mail and telephone) consisted of 24 questions each. Sixteen questions focused on the relationship dimensions and used a 5-point Likert-type scale to enable citizens and military members to measure their organization-public relationships. Respondents are also able to indicate if they have no opinion. Two of the relational questions in each survey use negative indicators. The results from those questions were reversed and the answers to all of the items measuring each relationship outcome were averaged so the final score will match a five-point scale. The remaining eight questions in each survey provide details about respondents' background and demographics. The race and ethnicity scale used in question 23 conforms to the Office of Management and Budget's (OMB) 1997 revised standards for collecting and presenting data on race and ethnicity. The revised OMB standards identified five minimum race categories: White; Black or African American; American Indian and Alaska Native; Asian; and, Native Hawaiian and Other Pacific Islander. Additionally, the OMB recommended that respondents be given the option of marking or selecting one or more races to indicate their racial identity. The results of the surveys were tabulated and the appropriate reliability and validity tests were conducted.

The three questionnaires were designed to adhere to Dillman's (2000) recommendations for producing effective mail, telephone and web-based surveys. Dillman's tailored design surveys use proven measures and procedures that improve the potential for obtaining acceptable response rates. Before beginning the analysis, the present study had to eliminate responses that did not qualify for the study. Completed questionnaires consisted of surveys that had at least 90 percent of the questions answered. All of the mail and telephone surveys met this criterion. Out of the 683 responses from

the Internet survey of military personnel at Eglin Air Force Base, 537 surveys met the completed questionnaire standard. Table 3-3 shows the number of responses from the Internet, mail and telephone surveys.

Table 3-3. Multi-Mode Survey Response Results

Survey Audience	Fort Walton Beach, FL Homeowners		Eglin, AFB Military Personnel
Survey Type	Mail	Telephone	Internet
Survey Solicitations	400	200	1000
Survey Responses	150	53	537
Total Survey Responses	203		537
Survey Response Rate	37.5%	26.5%	53.7%
Total Survey Response Rate	33.8%		53.7%

Survey Confidence Levels and Margins of Error

The present study used data from the 2000 U.S. Census Bureau and responses from the multi-mode surveys to determine the confidence and margins of error of the surveys. The research conducted random sample surveys to estimate the distribution of survey results to two populations: (1) Fort Walton Beach residents and (2) Eglin Air Force Base military personnel. According to Dillman (2000), the ability to estimate with precision the percentage of a population that has a particular view from a total population is what separates surveys from other research methods. In the present study probability sampling was used to survey both populations. For the survey of Fort Walton Beach residents, the population sample consisted of 203 homeowners. For the survey of Eglin Air Force Base employees, the population sample consisted of 537 military personnel.

Probability sampling allows the researcher to generalize to the population it was drawn from with certain degrees of error (Stacks, 2002). The single determiner in how

much certainty that any survey has regarding sample confidence and margins of error is found in the survey's sample size (e.g. the number of people who completed the survey). The sampling error for both surveys was set at a 95% confidence interval. A confidence interval gives an estimated range of values which is likely to include an unknown population parameter. If independent samples are taken repeatedly from the same population and a confidence interval is calculated for each sample, then a certain percentage (i.e. confidence level) of the intervals will include the unknown population mean. The confidence interval means how sure a researcher can be of the survey data. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. According to Stacks (2002), 95% is the nominal standard for confidence levels in survey research.

The margin of error tells the research about the accuracy of the survey and represents the amount of random error found in any measure (Stacks, 2002). For example, margin of error may be due to questions that were misunderstood, poorly written instructions, or incorrectly answered questions. As with sampling confidence, researchers can also establish how much margin of error they are willing to tolerate. For the mail and telephone surveys of Fort Walton Beach homeowners the tolerated margin of error was calculated to be plus or minus 6.84%. What this means is that for the survey of 203 randomly sampled Fort Walton Beach, FL homeowners if 64.4% strongly agreed with the statement that "Generally speaking, the community's relationship with the local Air Force base is good." The researcher could state with 95% confidence that between 71.24% and 57.56% of the entire Fort Walton Beach population (19,973 people) would also strongly agree with that statement.

For the Internet surveys for Eglin, AFB military personnel the tolerated margin of error was calculated to be plus or minus 4.15%. That means that for the survey of 537 randomly sampled military personnel if 27.0% strongly agreed with the statement that "Generally speaking, the community's relationship with the local Air Force base is good." The researcher could state with 95% confidence that between 31.15% and 22.86% of the base population (14,495 people) would also strongly agree with that statement.

Measures

J. E. Grunig and Huang (summarized in Hon & J. E. Grunig, 1999) developed reliable indicators of public perceptions of organization-public relationships. Their initial scale was composed of six relationship indicators: trust, control mutuality, satisfaction, commitment, communal relationships, and exchange relationships. They tested this scale in a pilot survey conducted at University of Maryland to see how respondents perceived their relationships with five familiar and established organizations (General Electric, the National Rifle Association, the Social Security Administration, Microsoft, and the American Red Cross). The pilot study asked 52 questions and received a low response rate from participants. The researchers then developed a more streamlined version of the questionnaire using four indicators: trust, control mutuality, commitment, and satisfaction. The study established that the scales used for the four relationship indicators were reliable. All reliability coefficients in the study were above .80. Table 3-4 shows the values of Cronbach's alpha for these four indicators of relationships with the five organizations.

Table 3-4. Cronbach's alpha for four indicators of relationships with five organizations

Relationship indicator	General Electric	National Rifle Assoc.	Social Security	Microsoft	Red Cross	Mean alpha value
Trust 6-item scale	.86	.81	.89	.86	.86	.86
Control Mutuality 4-item scale	.85	.85	.86	.86	.84	.85
Commitment 4-item scale	.81	.89	.83	.82	.84	.84
Satisfaction 4-item scale	.86	.89	.89	.88	.86	.88

*Source: Hon, L. C., & Grunig, J. E. (1999). *Guidelines for Measuring Relationships in Public Relations*. Gainesville, FL: The Institute for Public Relations.

J. E. Grunig and Huang (summarized in Hon & J. E. Grunig, 1999) demonstrated that these scales, given their reliability rates, were respectable measures of organization-public relationships and that they could be used to measure the strength of relationships in either quantitative or qualitative research. The researchers suggested that the number of instrument items chosen and the wording of the relationship scales would depend upon the needs of a particular organization. They also advised using the shorter index to help increase the completion rate of a survey. The present study adopted the shortest scales comprised of four relationship indicators. Lastly, they recommended that a similar survey be used to measure perceptions of a public relationship within the organization. The present study adopted this approach to create a more complete picture of the organization-public relationship.

J. E. Grunig and Huang (summarized in Hon & J. E. Grunig, 1999) identified trust, control mutuality, commitment, and satisfaction as the most important outcome factors in organization-public relationships because they appeared consistently in both organizational and interpersonal communication literature. All of the relationship items

in the present study used a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Internet, mail and telephone surveys also have a category for respondents with no opinion. The survey ended with a section of demographic questions such as gender, age, years lived in the community, ethnicity and education level. Table 3-5 presents the operational definitions of all variables used in the present study.

Table 3-5. Operationalization of variables

Variable	Operational Definition
Trust	One party's level of confidence in and willingness to open oneself to the other party (Hon & J. E. Grunig, 1999)
Control Mutuality	The degree to which parties agree on who has rightful power to influence one another (Hon & J. E. Grunig, 1999)
Commitment	The extent to which one party believes and feels that the relationship is worth spending energy to maintain and promote (Hon & J. E. Grunig, 1999)
Satisfaction	The extent to which one party feels favorably toward the other because positive expectations about the relationships are reinforced (Hon & J. E. Grunig, 1999)

Independent Variables

Trust. The present study adopted Hon and J. E. Grunig's (1999) definition of trust as "one party's level of confidence in and willingness to open oneself to the other party" (p. 14). Mail and telephone respondents (i.e. homeowners in Fort Walton Beach, FL) were asked to indicate the degree of trust they had in their neighboring Air Force base. Internet respondents (i.e. military personnel at Eglin Air Force Base, FL) were asked to indicate the degree of trust they had in the Fort Walton Beach community. Trust was measured with a four-item scale (see Table 3-6). Responses ranged from 1 (strongly disagree) to 5 (strongly agree). Participants could also indicate if they had no opinion.

Control mutuality. The present study adopted Hon and J. E. Grunig's (1999) definition of control mutuality as "the degree to which parties agree on who has rightful power to influence one another" (p. 13). Control mutuality was measured with a four-

item scale (see Table 3-6). Responses ranged from 1 (strongly disagree) to 5 (strongly agree). Participants could also indicate if they had no opinion.

Commitment. The present study adopted Hon and J. E. Grunig's (1999) definition of commitment as "the extent to which one party believes and feels that the relationship is worth spending energy to maintain and promote" (p. 14). Commitment was measured with a four-item scale (see Table 3-6). Responses ranged from 1 (strongly disagree) to 5 (strongly agree). Participants could also indicate if they had no opinion.

Satisfaction. The present study adopted Hon and J. E. Grunig's (1999) definition of satisfaction as "the extent to which one party feels favorably toward the other because positive expectations about the relationships are reinforced" (p. 14). Satisfaction was measured with a four-item scale (see Table 3-6). Responses ranged from 1 (strongly disagree) to 5 (strongly agree). Participants could also indicate if they had no opinion.

The question order of the relational scale statements used in the Internet, mail and telephone surveys were mixed so a trust question would be followed by a satisfaction question which would be followed by a commitment question, etc. This was done to create a more randomized scale that reduced the possibility of respondents systematically selecting the same answer for each relational scale.

Table 3-6. Items measuring independent variables in the study's mail, telephone and Internet surveys

Survey Audience	Fort Walton Beach, FL Homeowners	Eglin, AFB Military Personnel
Survey Type	Mail and Telephone	Internet
Trust (4 item-Scale)	<p>--I feel that I can trust the local Air Force base to be a good neighbor.</p> <p>-- The local Air Force base can be relied on to keep its promises.</p> <p>-- Ethical principles seem to guide the local Air Force base's behavior.</p> <p>-- Compared to other organizations, the local Air Force base treats our community fairly.</p>	<p>-- I feel that I can trust the Greater Fort Walton Beach community to be a good neighbor to the Air Force.</p> <p>-- The Greater Fort Walton Beach community can be relied on to keep its promises.</p> <p>-- Ethical principles seem to guide the Greater Fort Walton Beach community's behavior.</p> <p>-- Compared to other communities, the Air Force base treats the Greater Fort Walton Beach community fairly.</p>
Control Mutuality (4-item scale)	<p>-- The local Air Force base has a tendency to throw its weight around when dealing with our community. (Reversed)</p> <p>-- The local Air Force base really listens to what our community has to say.</p> <p>-- The local Air Force base believes the opinions of our community are important.</p> <p>-- The local Air Force base gives our community enough say in its decision-making process.</p>	<p>-- The Greater Fort Walton Beach community has a tendency to throw its weight around when dealing with our Air Force base. (Reversed)</p> <p>-- The Greater Fort Walton Beach community really listens to what our Air Force base has to say.</p> <p>-- The Greater Fort Walton Beach community believes the opinions of our Air Force base are important.</p> <p>-- The Greater Fort Walton Beach community gives our Air Force base enough say in its decision-making process.</p>

Table 3-6. Continued

Commitment (4-item scale)	<p>-- The community values its relationship with the local Air Force base more than it does with other organizations.</p> <p>-- I feel that the local Air Force base is trying to maintain a long-term commitment to our community.</p> <p>-- I feel the community is committed to maintaining its relationship with the local Air Force base.</p> <p>-- The community <u>does not</u> wish to continue its relationship with the local Air Force base. (Reversed)</p>	<p>-- The local Air Force base values its relationship with the Greater Fort Walton Beach community more than it does with other communities.</p> <p>-- I feel that the Greater Fort Walton Beach community is trying to maintain a long-term commitment to our Air Force base.</p> <p>-- I feel the community is committed to maintaining its relationship with the local Air Force base.</p> <p>-- The Air Force base <u>does not</u> wish to continue its relationship with the Greater Fort Walton Beach community. (Reversed)</p>
Satisfaction (4-item scale)	<p>-- I feel the community is pleased with the local Air Force base.</p> <p>-- I feel our community is important to the local Air Force base.</p> <p>-- Both the local Air Force base and our community benefit from their relationship.</p> <p>-- Generally speaking, the community's relationship with the local Air Force base is good.</p>	<p>-- I feel the local Air Force base is pleased with the Greater Fort Walton Beach community.</p> <p>-- I feel our Air Force base is important to the Greater Fort Walton Beach community.</p> <p>-- Both the Air Force base and the Greater Fort Walton Beach community benefit from their relationship.</p> <p>-- Generally speaking, the community's relationship with the local Air Force base is good.</p>

Data Analysis

The data were analyzed using a SPSS® Statistical program. Reliability statistics were calculated using Cronbach's alpha. Reliability analysis studies the properties of the measurement scales and the items that make them up. One-way analysis of variance test (ANOVA) or "F-test" were conducted on each of the 8 demographic-type questions asked in the surveys. The one-way ANOVA is a procedure used to test the hypothesis that several means are equal. It looks at the amount of variance for a quantitative dependent variable by a single factor (independent) variable. In the present study, the researcher conducted Scheffe, Duncan and S-N-K (Student-Neuman-Keuls) statistical post hoc tests were applied to the ANOVA data.

Descriptive and frequency analysis was also conducted on the survey samples. Participants in the survey responded on a 5-point scale to indicate the extent to which they believed that the relationship outcome factors of trust, control mutuality, commitment and satisfaction described their relationships with the community and the Air Force base.

CHAPTER 4 FINDINGS

Overview of the Statistical Analysis

The SPSS[®] program was used to analyze the data collected for the present study. Two data sets were created. The first data set contained 203 cases consisting of surveys from Fort Walton Beach, FL homeowners and the second data set contained 537 surveys from Eglin Air Force base military personnel. This chapter consists of three sections. The first section presents the descriptive statistics and reliability of the relationship outcome factors of trust, control mutuality, commitment and satisfaction for the Fort Walton Beach homeowners who responded to the mail and telephone survey. The second section presents the descriptive statistics and reliability of the relationship outcome factors of trust, control mutuality, commitment and satisfaction for the Eglin Air Force Base military personnel who responded to the Internet survey. The third section presents a side-by-side comparison of the Fort Walton Beach community and the Eglin, AFB's demographics, the views of their relationship and reliability tests of organization-public relationship scales.

Profile of the Sample 1 (Fort Walton Beach homeowners)

All respondents in the mail and telephone surveys were homeowners in Fort Walton Beach, FL. An analysis of variance (ANOVA) test was conducted to establish if there were any significant differences between the respondents of the mail and telephone survey. One assumption of an ANOVA test is that the variances of the groups are equivalent. The standard deviation and standard error statistics confirmed that there were

no significant differences between the two survey methods and that the data from the mail and telephone surveys of Fort Walton Beach homeowners could be grouped together for statistical study.

Of the 203 respondents to the mail and telephone survey of Fort Walton Beach homeowners, 64 (28.4%) were females and 139 (61.8%) were males (see Table 4-1). Respondents' age ranged from 18 to more than 66 years old. However, more than 60% of respondents were 51 years old or older. Only 2 (0.9%) of the responding homeowners were between the 18 and 24 years old. In terms of education level 99% of respondents have at least high school diploma and 77 (38.5) have a bachelor's or higher academic degree. Most of the survey respondents, 172 (85.6%) were Caucasian. African Americans made up 11 (5.5%). There were 6 (3.0%) American Indian and/or Alaska Native who responded and 6 (3.0%) answered that they belonged to two or more races. Three Hispanics respondents made up 1.5%. When it came to years living in the Fort Walton Beach community 173 (85.2%) said they had been in the community for 10 or more years. When asked if they had been to a military air show 171 (90%) of the respondents said yes. And slightly more than half 102 (51.5%) of the respondents said that they had served in the U.S. military. When asked to rate their own community 132 (65.0%) of the Fort Walton Beach homeowners said it was excellent. 62 (30.5%) said it was good and 9 (4.4%) said it was fair. No one who responded said the community was a poor place to live (see Table 4-1).

Table 4-1. Demographic profile of Fort Walton Beach homeowners

Demographics	Fort Walton Beach, FL Homeowners	
	Frequency	Valid Percent
Gender		
Female	64	31.5
Males	139	68.5
Total	203	100.0
Age		
18-24 years old	2	1.0
25-35 years old	15	7.5
36-50 years old	43	21.4
51-65 years old	69	34.3
66 years or older	72	35.8
Missing Data	2	
Total	203	100.0
Education Level		
Some High School	2	1.0
High School (e.g. GED)	32	16.0
Some College (no degree)	55	27.5
Associate Degree	34	17.
Bachelor's Degree	45	22.5
Master's Degree	28	14.0
Doctorate or Professional	4	2.0
Missing Data	3	
Total	203	100.0
Ethnicity		
American Indian and Alaska native Only	6	3.0
Asian Only	2	1.0
Black or African American Only	11	5.5
Native Hawaiian or Other Pacific Islander Only	0	0.0
Hispanic	3	1.5
White Only	172	85.6
Some Other Race Only	1	0.5
Two or More Races	6	3.0
Missing Data	2	
Total	203	100.0

Table 4-1. Continued

Demographics	Fort Walton Beach, FL Homeowners	
	Frequency	Valid Percent
Years Lived in Community		
1-3	5	2.5
4-6	9	4.4
7-9	16	7.9
10 or more	173	85.2
Total	203	100.0
Attended an Air Show		
Yes	171	90.0
No	19	10.0
Missing Data	13	
Total	203	100.0
Ever Served in the U.S. Military		
Yes	102	51.5
No	96	48.5
Missing Data	5	
Total	203	100.0
Rate this community as a place to live		
Excellent	132	65.0
Good	62	30.5
Fair	9	4.4
Poor	0	0.0
No Opinion	0	0.0
Total	203	100.0

Descriptions of the Variables for Sample 1 (Fort Walton Beach homeowners)

A summary of the general findings of the variables in the present study is shown in Table 4-2. As mentioned in the previous chapter, all of the four relationship indicators of trust, control mutuality, commitment, and satisfaction were on a 5-point, semantic differential scales. For the mail and telephone surveys of Fort Walton Beach, FL homeowners “5” represented the highest score.

Organization-Public Relationships for Sample 1 (Fort Walton Beach homeowners)

Sixteen items were used to measure organization-public relationships, of which four were measures of trust, four were measures of control mutuality, four were measures

of commitment, and four were measures of satisfaction. The scale was 1-5 with 5 being the most favorable score. The Fort Walton Beach homeowners who were surveyed had a mean for trust in Eglin Air Force of 4.225, for control mutuality 3.915, for commitment 4.4525, and for satisfaction 4.495. Satisfaction received the highest mean score while control mutuality received the lowest (see Table 4-2).

Table 4-2. Descriptive statistics of indicator variables used to measure Fort Walton Beach homeowners' perceptions of their relationship with Eglin, Air Force Base.

	Number of responses	Mean	Standard Deviation
Trust (4 item-Scale)			
--I feel that I can trust the local Air Force base to be a good neighbor.	203	4.52	0.677
-- The local Air Force base can be relied on to keep its promises.	199	4.07	0.732
-- Ethical principles seem to guide the local Air Force base's behavior.	198	4.08	0.733
-- Compared to other organizations, the local Air Force base treats our community fairly.	199	4.23	0.729
Category mean		4.225	0.71775
Control Mutuality (4 item-Scale)			
-- The local Air Force base has a tendency to throw its weight around when dealing with our community. <i>(Score was reversed to be consistent with 1-5 scale with 5 being most positive)</i>	201	4.01	0.834
-- The local Air Force base really listens to what our community has to say.	198	3.88	0.771
-- The local Air Force base believes the opinions of our community are important.	199	4.14	0.796
-- The local Air Force base gives our community enough say in its decision-making process.	191	3.63	0.890
Category mean		3.915	0.82275

Table 4-2. Continued

	Number of responses	Mean	Standard Deviation
Commitment (4 item-Scale)			
-- The community values its relationship with the local Air Force base more than it does with other organizations.	200	4.10	0.799
-- I feel that the local Air Force base is trying to maintain a long-term commitment to our community.	202	4.52	0.592
-- I feel the community is committed to maintaining its relationship with the local Air Force base.	202	4.48	0.592
-- The community <u>does not</u> wish to continue its relationship with the local Air Force base. (Score was reversed to be consistent with 1-5 scale with 5 being most positive)	201	4.71	0.553
Category mean		4.4525	0.634
Satisfaction (4 item-Scale)			
-- I feel the community is pleased with the local Air Force base.	199	4.55	0.528
-- I feel our community is important to the local Air Force base.	202	4.33	0.693
-- Both the local Air Force base and our community benefit from their relationship.	202	4.60	0.600
-- Generally speaking, the community's relationship with the local Air Force base is good.	202	4.50	0.592
Category mean		4.495	0.60325

Reliability Checks of Relationship Indicators for Mail and Telephone Survey (Fort Walton Beach, FL)

For the integration of items, the present study averaged the value of all items for each variable. As a prerequisite for averaging, the items within each variable should have

a consistent internal reliability; thus, Cronbach's Alpha was computed. Alpha is a coefficient that indicates how well the items measuring the same characteristic correlate with one another (Hon & J. E. Grunig, 1999). Generally, reliability coefficients over .70 are adequate. Table 4-3 shows that Cronbach's Alpha for three of the four scales exceeded .70. The commitment variable had an alpha of .573 and did not meet that standard. The present study measured the reliability of the entire scale and it was found to be reliable. The total 16-item scale indicators had a Cronbach's Alpha of .894.

Table 4-3. Reliability of Indices for Four Indicators of Relationships used to measure Fort Walton Beach homeowners' perceptions of their relationship with Eglin, Air Force Base. Data is expressed as Cronbach's Alpha.

Relationship Indicator	Survey of Fort Walton Beach Homeowners Cronbach's Alpha
Trust	
4-item scale	0.798
Control Mutuality	
4-item scale	0.785
Commitment	
4-item scale	0.573
3-item scale	0.614
Satisfaction	
4-item scale	0.760
Total Relationship Indicators	
16-item scale	0.894

Frequency of Organization-Public Relationship Scale Items (Fort Walton Beach homeowners)

The response data from the individual scale items shows how survey participants answered each of the relationship statements. This survey data has a 95% confidence level and its margin of error was calculated to be plus or minus 6.84%. Table 4-4 provides a summary of each item. Highlights from the data show that 94.1% of the Fort Walton Beach, FL homeowners either agreed or strongly agreed that they could trust Eglin Air Force Base to be a good neighbor. 84.4% of respondents felt that the Air Force

could be relied upon to keep its promises. 81.3% of the community believed that ethical principals seemed to guide the Air Force. 97.6% of the people surveyed felt that generally speaking, the community's relationship with the local Air Force base is good. The lowest level of "agree and strong agreement" was with the statement that the Air Force base gives the community enough say in the decision-making process. 59.2% of respondents agreed with that assessment. The highest statement score was that the community is pleased with the local Air Force base. 98.5% of respondents either agreed or strongly agreed with that item (see Table 4-4).

Table 4-4. Frequency table of organization-public relationship scale items used to measure Fort Walton Beach homeowners' perceptions of their relationship with Eglin, Air Force Base.

Trust -- I feel that I can trust the local Air Force base to be a good neighbor.	Number of responses	Valid Percent
Strongly Agree	122	60.1
Agree	69	34.0
Neutral	9	4.4
Disagree	2	1.0
Strongly Disagree	1	0.5
Total	203	100.0
Trust -- The local Air Force base can be relied on to keep its promises.	Number of responses	Valid Percent
Strongly Agree	51	25.6
Agree	117	58.8
Neutral	26	13.1
Disagree	3	1.5
Strongly Disagree	2	1.0
Total	199	100.0
Trust -- Ethical principles seem to guide the local Air Force base's behavior.	Number of responses	Valid Percent
Strongly Agree	56	28.3
Agree	105	53.0
Neutral	34	17.2
Disagree	2	1.0
Strongly Disagree	1	0.5
Total	198	100.0

Table 4-4. Continued.

Trust -- Compared to other organizations, the local Air Force base treats our community fairly.	Number of responses	Valid Percent
Strongly Agree	76	38.2
Agree	97	48.7
Neutral	23	11.6
Disagree	2	1.0
Strongly Disagree	1	0.5
Total	199	100.0
Control Mutuality -- The local Air Force base has a tendency to throw its weight around when dealing with our community.	Number of responses	Valid Percent
Strongly Agree	3	1.5
Agree	6	3.0
Neutral	32	15.9
Disagree	104	51.7
Strongly Disagree	56	27.9
Total	201	100.0
Control Mutuality -- The local Air Force base really listens to what our community has to say.	Number of responses	Valid Percent
Strongly Agree	33	16.7
Agree	119	60.1
Neutral	39	19.7
Disagree	3	1.5
Strongly Disagree	4	2.0
Total	198	100.0
Control Mutuality -- The local Air Force base believes the opinions of our community are important.	Number of responses	Valid Percent
Strongly Agree	67	33.7
Agree	101	50.8
Neutral	24	12.1
Disagree	5	2.5
Strongly Disagree	2	1.0
Total	199	100.0
Control Mutuality -- The local Air Force base gives our community enough say in its decision-making process.	Number of responses	Valid Percent
Strongly Agree	28	14.7
Agree	85	44.5
Neutral	63	33.0
Disagree	10	5.2
Strongly Disagree	5	2.6
Total	191	100.0

Table 4-4. Continued.

Commitment -- The community values its relationship with the local Air Force base more than it does with other organizations.	Number of responses	Valid Percent
Strongly Agree	64	32.0
Agree	101	50.5
Neutral	25	12.5
Disagree	10	5.0
Strongly Disagree	0	0.0
Total	200	100.0
Commitment – I feel that the local Air Force base is trying to maintain a long-term commitment to our community.	Number of responses	Valid Percent
Strongly Agree	112	55.4
Agree	85	42.1
Neutral	4	2.0
Disagree	0	0.0
Strongly Disagree	1	0.5
Total	202	100.0
Commitment – I feel the community is committed to maintaining its relationship with the local Air Force base.	Number of responses	Valid Percent
Strongly Agree	105	52.0
Agree	89	44.1
Neutral	7	3.5
Disagree	1	0.5
Strongly Disagree	0	0.0
Total	202	100.0
Commitment – The community <u>does not</u> wish to continue its relationship with the local Air Force base.	Number of responses	Valid Percent
Strongly Agree	1	0.5
Agree	0	0.0
Neutral	4	2.0
Disagree	46	22.9
Strongly Disagree	150	74.6
Total	201	100.0
Satisfaction – I feel the community is pleased with the local Air Force base.	Number of responses	Valid Percent
Strongly Agree	112	56.3
Agree	84	42.2
Neutral	3	1.5
Disagree	0	0.0
Strongly Disagree	0	0.0
Total	199	100.0

Table 4-4. Continued.

Satisfaction – I feel our community is important to the local Air Force base.	Number of responses	Valid Percent
Strongly Agree	88	43.6
Agree	95	47.0
Neutral	17	8.4
Disagree	1	.5
Strongly Disagree	1	.5
Total	202	100.0
Satisfaction -- Both the local Air Force base and our community benefit from their relationship.	Number of responses	Valid Percent
Strongly Agree	130	64.4
Agree	67	33.2
Neutral	3	1.5
Disagree	1	0.5
Strongly Disagree	1	0.5
Total	202	100.0
Satisfaction -- Generally speaking, the community's relationship with the local Air Force base is good.	Number of responses	Valid Percent
Strongly Agree	108	53.5
Agree	89	44.1
Neutral	4	2.0
Disagree	0	0.0
Strongly Disagree	1	0.5
Total	202	100.0

Analysis of Variance for survey demographics and their affect on relationship indicators of Fort Walton Beach homeowners

A one-way analysis of variance test (ANOVA) was conducted concerning potential influences on relationship indicators in the mail and telephone surveys of Fort Walton Beach homeowners. The researcher wanted to investigate whether potential influences (such as a respondent's age) would have an effect on any of the relationship indicators (such as trust) as well as its influence on the overall relationship concept (made up of trust, control mutuality, satisfaction and commitment). The researcher did not collapse any of the categories for the demographic variables. In the present study, the independent variables were the 8 demographic-type questions and the dependent variables were the 4 relationship indicators (trust, control mutuality, commitment, satisfaction and an overall

relationship indicator that was a combination of all four indicators). The researcher then conducted Scheffe, Duncan and S-N-K (Student-Neuman-Keuls) statistical post hoc tests to the ANOVA data.

Table 4-5 shows the ANOVA test results for the survey of Fort Walton Beach home owners. The independent variables of “how many years a respondent had lived in the community” and “whether or not the respondent had attended a military air show” had no significant influence on any of the relationship indicators. A person’s gender had a significant influence on how people responded to control mutuality and ethnicity had a significant influence on the trust relationship indicator. The demographic that asked about a respondent’s education-level had a significant influence on 3 relationship indicators: trust, education as well as the overall relationship concept. The age demographic influenced 4 of the relationship indicators: trust, control mutuality, satisfaction and the overall relationship concept. There were 2 independent variables that affected every relationship indicator (trust, control mutuality, commitment, satisfaction and the overall relationship indicator) one was whether or not a respondent had ever served in the U.S. military and the other demographic was how people would rate their community as a place to live (See Table 4-5).

Table 4-5. Analysis of Variance for survey demographics and their affect on relationship indicators of Fort Walton Beach home owners.

Relationship Indicator Trust 4-item scale	df	F	Sig
Demographics			
Gender	1	3.650	0.058
Age	3	5.361	0.001**
Ethnicity	6	2.769	0.013*
Education	6	2.749	0.014*
Attended an Air Show	1	.187	0.666
Years lived in Community	3	.754	0.521
Served in the U.S. Military	1	18.859	0.000**
Rating of the Community as a place to live	2	6.963	0.001**
Relationship Indicator Control Mutuality 4-item scale	df	F	Sig
Demographics			
Gender	1	6.447	0.012*
Age	3	7.420	0.000**
Ethnicity	6	.872	0.517
Education	6	2.237	0.042*
Attended an Air Show	1	.008	0.928
Years lived in Community	3	1.189	0.315
Served in the U.S. Military	1	13.566	0.000**
Rating of the Community as a place to live	2	6.877	0.001**
Relationship Indicator Commitment 4-item scale	df	F	Sig
Demographics			
Gender	1	.165	0.685
Age	4	2.175	0.073
Ethnicity	6	1.821	0.097
Education	6	1.173	0.322
Attended an Air Show	1	.478	0.490
Years lived in Community	3	.775	0.509
Served in the U.S. Military	1	4.551	0.034*
Rating of the Community as a place to live	2	11.269	0.000**

Table 4-5. Continued.

Relationship Indicator Satisfaction 4-item scale	df	F	Sig
Demographics			
Gender	1	2.354	0.127
Age	4	3.949	0.004**
Ethnicity	6	1.314	0.253
Education	6	1.626	0.142
Attended an Air Show	1	.102	0.749
Years lived in Community	3	.121	0.948
Served in the U.S. Military	1	12.952	0.000**
Rating of the Community as a place to live	2	15.824	0.000**
Total Relationship Indicators 16-item scale	df	F	Sig
Demographics			
Gender	1	2.438	0.120
Age	3	6.349	0.000**
Ethnicity	6	1.676	0.130
Education	6	2.464	0.026*
Attended an Air Show	1	.027	0.870
Years lived in Community	3	.572	0.634
Served in the U.S. Military	1	15.319	0.000**
Rating of the Community as a place to live	2	13.016	0.000**

* p<.05

** p<.01

Profile of the Sample 2 (Eglin Air Force Base Military Personnel)

All of the respondents in the Internet survey military personnel worked at Eglin Air Force Base, FL. Of the 537 respondents to the Internet survey 137 (25.7%) were females and 397 (74.3%) were males (see Table 4-6). Respondents' age ranged from 18 to more than 66 years old. However, more than 97% of the respondents were less than 51 years old. Only 1 (0.2%) of the responding military personnel was 66 years or older. In terms of education level 99% of respondents have at least high school diploma and 232 (43.2%) have a bachelor's or higher academic degree. Most of the survey respondents, 396

(74.7%) were Caucasian. African Americans made up 55 (10.4%). There were 41(7.7%) who said their ethnicity was made up of two or more races. There were 22(4.2%) of the respondents who were Hispanic. 11 Asians made up 2.1%. 3(.6%) said they belonged to some other race and there was 1(.2%) American Indian and/or Alaska Native and 1(.2%) Native Hawaiian or other Pacific Islander. When it came to years living in the greater Fort Walton Beach community 339 (63.6%) said they had been in the community for 1 to 3 years. There were 52 respondents (9.8%) who said they lived in the community 10 or more years. When asked if they had been to a military air show 500 (93.5%) of the respondents said yes. And slightly more than half 274(51.2%) of the respondents said that they had served in the U.S. military or 10 or more years. Military respondents were also asked to rate the Fort Walton Beach community as a place to live 199 (37.1%) of the respondents said it was excellent. 250 (46.6%) said it was good, 72 (13.4%) said it was fair and 14 (2.6%) reported the community to be a poor place to live (see Table 4-6).

Table 4-6. Demographic profile of Eglin Air Force Base military personnel survey respondents

Demographics	Eglin, AFB military personnel	
	Frequency	Valid Percent
Gender		
Female	137	25.7
Males	397	74.3
Missing Data	3	
Total	537	100.0
Age		
18-24 years old	108	20.1
25-35 years old	221	41.2
36-50 years old	194	36.1
51-65 years old	13	2.4
66 years or older	1	0.2
Total	537	100.0

Table 4-6. Continued.

Demographics	Eglin, AFB military personnel	
	Frequency	Valid Percent
Ethnicity		
American Indian and Alaska native Only	1	0.2
Asian Only		
Black or African American Only	11	2.1
Native Hawaiian or Other Pacific Islander Only	55	10.4
Hispanic	1	0.2
White Only	22	4.2
Some Other Race Only	396	74.2
Two or More Races	3	0.6
Missing Data	41	7.7
Total	7	
	537	100.0
Years Lived in Community		
1-3	339	63.6
4-6	93	17.4
7-9	49	9.2
10 or more	52	9.8
Missing Data	4	
Total	537	100.0
Attended an Air Show		
Yes	500	93.5
No	35	6.5
Missing Data	2	
Total	537	100.0
Years served in U.S. military		
1-3	95	17.8
4-6	96	17.9
7-9	70	13.1
10 or more	274	51.2
Missing Data	2	
Total	537	100.0
Rate this community as a place to live		
Excellent	199	37.0
Good	250	46.6
Fair	72	13.4
Poor	14	2.6
No Opinion	1	0.2
Missing Data	1	
Total	537	100.0

Descriptions of the Variables for Sample 2 (Eglin Air Force Base Military Personnel)

A summary of the general findings of the variables in the present study is shown in Table 4-7. As mentioned in the previous chapter, all of the four relationship indicators of trust, control mutuality, commitment, and satisfaction were on a 5-point, semantic differential scales. For the Internet survey of Eglin AFB military personnel “5” represented the highest score.

Organization-Public Relationships for Sample 2 (Eglin Air Force Base Military Personnel)

Sixteen items were used to measure organization-public relationships, of which four were measures of trust, four were measures of control mutuality, four were measures of commitment, and four were measures of satisfaction. The scale was 1-5 with 5 being the most favorable score. The Eglin AFB military personnel surveyed had a mean score for trust in the Fort Walton Beach community of 3.8325, for control mutuality 3.7025, for commitment 3.975, and for satisfaction 4.31. Satisfaction received the highest mean score while control mutuality received the lowest (see Table 4-7).

Table 4-7. Descriptive statistics of indicator variables used to measure the perceptions of Eglin AFB military personnel of their relationship with the Fort Walton Beach, FL community.

	Number of responses	Mean	Standard Deviation
Trust (4 item-Scale)			
-- I feel that I can trust the Greater Fort Walton Beach community to be a good neighbor to the Air Force.	533	4.26	0.719
-- The Greater Fort Walton Beach community can be relied on to keep its promises.	508	3.61	0.728
-- Ethical principles seem to guide the Greater Fort Walton Beach community's behavior.	516	3.51	0.830

Table 4-7. Continued.

	Number of responses	Mean	Standard Deviation
(Trust scale-item continued)			
-- Compared to other communities, the Air Force base treats the Greater Fort Walton Beach community fairly.	517	3.95	0.731
Category mean		3.8325	0.752
Control Mutuality (4 item-Scale)			
-- The Greater Fort Walton Beach community has a tendency to throw its weight around when dealing with our Air Force base. <i>(Score was reversed to be consistent with 1-5 scale with 5 being most positive)</i>	506	3.70	0.679
-- The Greater Fort Walton Beach community really listens to what our Air Force base has to say.	514	3.72	0.730
-- The Greater Fort Walton Beach community believes the opinions of our Air Force base are important.	521	3.92	0.748
-- The Greater Fort Walton Beach community gives our Air Force base enough say in its decision-making process.	499	3.47	0.720
Category mean		3.7025	0.71925
Commitment (4 item-Scale)			
-- The local Air Force base values its relationship with the Greater Fort Walton Beach community more than it does with other communities.	523	3.33	0.994
-- I feel that the Greater Fort Walton Beach community is trying to maintain a long-term commitment to our Air Force base.	522	4.10	0.760
-- I feel the community is committed to maintaining its relationship with the local Air Force base.	528	4.09	0.717
-- The Air Force base <u>does not</u> wish to continue its relationship with the Greater Fort Walton Beach community. <i>(Score was reversed to be consistent with 1-5 scale with 5 being most positive)</i>	521	4.38	0.673
Category mean		3.975	0.786

Table 4-7. Continued.

	Number of responses	Mean	Standard Deviation
Satisfaction (4 item-Scale)			
-- I feel the local Air Force base is pleased with the Greater Fort Walton Beach community.	534	4.26	0.674
-- I feel our Air Force base is important to the Greater Fort Walton Beach community.	535	4.53	0.635
-- Both the Air Force base and the Greater Fort Walton Beach community benefit from their relationship.	532	4.31	0.742
-- Generally speaking, the community's relationship with the local Air Force base is good.	533	4.14	0.655
Category mean		4.31	0.6765

Reliability Checks of Relationship Indicators for Internet Survey (Eglin Air Force Base Military Personnel)

For the integration of items, the present study averaged the value of all items for each variable. As a prerequisite for averaging, the items within each variable should have a consistent internal reliability; thus, Cronbach's Alpha was computed. Alpha is a coefficient that indicates how well the items measuring the same characteristic correlate with one another (Hon & J. E. Grunig, 1999). Table 4-8 shows that Cronbach's Alpha for trust (.750), control mutuality (.771) and satisfaction (.816) exceeded .70. On a 4-scale questionnaire commitment (.648) did not meet the acceptable Alpha score of .70. However, when the scale item with the largest amount of standard deviation was removed from the indicator variable of commitment, the Cronbach's Alpha scores went to .796. Overall, the entire scale was found to be reliable in measuring the relationship indicators

of trust, control mutuality, commitment and satisfaction. The total indicators had a Cronbach's Alpha of .916.

Table 4-8. Reliability of Indices for Four Indicators of Relationships used to measure Fort Walton Beach homeowners' perceptions of their relationship with Eglin, Air Force Base. . Data is expressed as Cronbach's Alpha.

Relationship Indicator	Survey of Eglin, AFB Military Personnel Cronbach's Alpha
Trust	
4-item scale	0.750
Control Mutuality	
4-item scale	0.771
Commitment	
4-item scale	0.648
3-item scale	0.796
Satisfaction	
4-item scale	0.816
Total Relationship Indicators	
16-item scale	0.916

Frequency of Organization-Public Relationship Scale Items (Eglin AFB military personnel)

The response data from the individual scale items shows how survey participants answered each of the relationship statements. This survey data has a 95% confidence level and its margin of error was calculated to be plus or minus 4.15%. Table 4-9 provides a summary of each item. Highlights from the data include: 88.7% of the Eglin Air Force Base military personnel either agreed or strongly agreed that they could trust Eglin Air Force Base to be a good neighbor. 54.7% of respondents felt that the Fort Walton Beach community could be relied upon to keep its promises. 49.6% of the Air Force personnel believed that ethical principals seemed to guide the community. 88.2% of the people surveyed felt that generally speaking, the community's relationship with the local Air Force base is good. The lowest level of "agree and strong agreement" was with the statement that the local Air Force base values its relationship with the Greater Fort

Walton Beach community more than it does with other communities. 38.8% of respondents agreed with that assessment. The highest statement score dealt with Air Force personnel feeling that the military base was important to the Fort Walton Beach community. 93.8% of respondents either agreed or strongly agreed with that item.

Table 4-9. Frequency table of organization-public relationship scale items used to measure Eglin Air Force Base's perceptions of their relationship with the Fort Walton Beach community.

Trust -- Ethical principles seem to guide the Greater Fort Walton Beach community's behavior.	Number of responses	Valid Percent
Strongly Agree	59	11.4
Agree	197	38.2
Neutral	214	41.5
Disagree	42	8.1
Strongly Disagree	4	0.8
Total	516	100.0
Trust -- Compared to other communities, the Air Force base treats the Greater Fort Walton Beach community fairly.	Number of responses	Valid Percent
Strongly Agree	115	22.2
Agree	273	52.8
Neutral	118	22.8
Disagree	11	2.1
Strongly Disagree	0	0.0
Total	517	100.0
Control Mutuality -- The Greater Fort Walton Beach community has a tendency to throw its weight around when dealing with our Air Force base.	Number of responses	Valid Percent
Strongly Agree	0	0.0
Agree	0	0.0
Neutral	217	42.9
Disagree	226	44.7
Strongly Disagree	63	12.5
Total	506	100.0
Control Mutuality -- The Greater Fort Walton Beach community really listens to what our Air Force base has to say.	Number of responses	Valid Percent
Strongly Agree	67	13.0
Agree	253	49.2
Neutral	178	34.6
Disagree	15	2.9
Strongly Disagree	1	0.2
Total	514	100.0

Table 4-9. Continued.

Control Mutuality -- The Greater Fort Walton Beach community believes the opinions of our Air Force base are important.	Number of responses	Valid Percent
Strongly Agree	111	21.3
Agree	272	52.2
Neutral	123	23.6
Disagree	15	2.9
Strongly Disagree	0	0.0
Total	521	100.0
Trust -- I feel that I can trust the Greater Fort Walton Beach community to be a good neighbor to the Air Force.	Number of responses	Valid Percent
Strongly Agree	208	39.0
Agree	265	49.7
Neutral	51	9.6
Disagree	6	1.1
Strongly Disagree	3	0.6
Total	533	100.0
Trust -- The Greater Fort Walton Beach community can be relied on to keep its promises.	Number of responses	Valid Percent
Strongly Agree	52	10.2
Agree	226	44.5
Neutral	212	41.7
Disagree	16	3.1
Strongly Disagree	2	0.4
Total	508	100.0
Control Mutuality -- The Greater Fort Walton Beach community gives our Air Force base enough say in its decision-making process.	Number of responses	Valid Percent
Strongly Agree	39	7.8
Agree	181	36.3
Neutral	255	51.1
Disagree	22	4.4
Strongly Disagree	2	0.4
Total	499	100.0
Commitment -- The local Air Force base values its relationship with the Greater Fort Walton Beach community more than it does with other communities.	Number of responses	Valid Percent
Strongly Agree	79	15.1
Agree	124	23.7
Neutral	223	42.6
Disagree	58	16.3
Strongly Disagree	12	2.3
Total	523	100.0

Table 4-9. Continued.

Commitment -- I feel that the Greater Fort Walton Beach community is trying to maintain a long-term commitment to our Air Force base.	Number of responses	Valid Percent
Strongly Agree	163	31.2
Agree	262	50.2
Neutral	85	16.3
Disagree	10	1.9
Strongly Disagree	2	0.4
Total	522	100.0
Commitment -- I feel the community is committed to maintaining its relationship with the local Air Force base.	Number of responses	Valid Percent
Strongly Agree	146	27.7
Agree	296	56.1
Neutral	75	14.2
Disagree	9	1.7
Strongly Disagree	2	0.4
Total	528	100.0
Commitment -- The Air Force base <u>does not</u> wish to continue its relationship with the Greater Fort Walton Beach community.	Number of responses	Valid Percent
Strongly Agree	0	0.0
Agree	0	0.0
Neutral	56	10.7
Disagree	209	40.1
Strongly Disagree	256	49.1
Total	521	100.0
Satisfaction -- I feel the local Air Force base is pleased with the Greater Fort Walton Beach community.	Number of responses	Valid Percent
Strongly Agree	197	36.9
Agree	286	53.6
Neutral	43	8.1
Disagree	7	1.3
Strongly Disagree	1	0.2
Total	534	100.0
Satisfaction -- I feel our Air Force base is important to the Greater Fort Walton Beach community.	Number of responses	Valid Percent
Strongly Agree	319	59.6
Agree	183	34.2
Neutral	29	5.4
Disagree	4	0.7
Strongly Disagree	0	0.0
Total	535	100.0

Table 4-9. Continued.

Satisfaction -- Both the Air Force base and the Greater Fort Walton Beach community benefit from their relationship.	Number of responses	Valid Percent
Strongly Agree	242	45.5
Agree	227	42.7
Neutral	50	9.4
Disagree	13	2.4
Strongly Disagree	0	0.0
Total	532	100.0
Satisfaction -- Generally speaking, the community's relationship with the local Air Force base is good	Number of responses	Valid Percent
Strongly Agree	144	27.0
Agree	326	61.2
Neutral	56	10.5
Disagree	5	0.9
Strongly Disagree	2	0.4
Total	533	100.0

Analysis of Variance for survey demographics and their affect on relationship indicators of Eglin Air Force base military personnel

A one-way analysis of variance test (ANOVA) was conducted concerning potential influences on relationship indicators in the Internet survey of Eglin Air Force base military personnel. The researcher wanted to investigate whether potential influences (such as a respondent's education level) would have an effect on any of the relationship indicators (such as satisfaction) as well as its influence on the overall relationship concept (made up of trust, control mutuality, satisfaction and commitment). The researcher did not collapse any of the categories for the demographic variables. In the present study, the independent variables were the 8 demographic-type questions and the dependent variables were the 4 relationship indicators (trust, control mutuality, commitment, satisfaction and an overall relationship indicator that was a combination of all four indicators). The researcher then conducted Scheffe, Duncan and S-N-K (Student-Neuman-Keuls) statistical post hoc tests to the ANOVA data.

Table 4-10 shows the ANOVA test results for the survey of Eglin Air Force base military personnel. All of the demographic-type factors showed some significance influence on the relationship indicators. Gender, ethnicity and whether or not a respondent attended a military air show each had a significant influence on 1 of the relationship factors. Gender and ethnicity both influenced people's responses to satisfaction and whether or not a respondent went to a military air show influenced the commitment relationship indicator. The demographic that asked how long a respondent served in the U.S. military showed significant influence on 2 relationship indicators: control mutuality as well as the overall relationship concept. How long a respondent lived in the community affected 3 relationship indicators: control mutuality, satisfaction and the overall relationship concept. The education demographic affected 4 of the relationship indicators: control mutuality, commitment, satisfaction and the overall relationship concept. There were 2 demographics that affected every relationship indicator (trust, control mutuality, commitment, satisfaction and the overall relationship indicator) one was age and the other was how people would rate their community as a place to live (See Table 4-10).

Table 4-10. Analysis of Variance for survey demographics and their affect on relationship indicators of Eglin Air Force base military personnel.

Relationship Indicator	df	F	Sig
Trust 4-item scale			
Demographics			
Gender	1	.007	0.933
Age	4	3.202	0.013*
Ethnicity	7	1.059	0.389
Education	6	1.822	0.093
Attended an Air Show	1	.424	0.515
Years lived in Community	4	2.192	0.069
Length of U.S. Military Service	3	2.015	0.111
Rating of the Community as a place to live	3	50.352	0.000**

Table 4-10. Continued.

Relationship Indicator Control Mutuality 4-item scale	df	F	Sig
Demographics			
Gender	1	.953	0.329
Age	4	5.388	0.000**
Ethnicity	7	.536	0.807
Education	6	2.466	0.023*
Attended an Air Show	1	1.068	0.302
Years lived in Community	4	2.816	0.025*
Length of U.S. Military Service	3	4.184	0.006**
Rating of the Community as a place to live	3	37.554	0.000**
Relationship Indicator Commitment 4-item scale	df	F	Sig
Demographics			
Gender	1	2.699	0.101
Age	4	3.472	0.008**
Ethnicity	7	1.420	0.195
Education	6	2.792	0.011*
Attended an Air Show	1	3.872	0.050*
Years lived in Community	4	2.271	0.061
Length of U.S. Military Service	3	2.027	0.109
Rating of the Community as a place to live	3	36.055	0.000**
Relationship Indicator Satisfaction 4-item scale	df	F	Sig
Demographics			
Gender	1	4.806	0.029*
Age	4	4.709	0.001**
Ethnicity	7	2.916	0.005**
Education	6	2.310	0.033*
Attended an Air Show	1	1.622	0.203
Years lived in Community	4	2.836	0.024*
Length of U.S. Military Service	3	1.360	0.254
Rating of the Community as a place to live	4	36.025	0.000**

Table 4-10. Continued.

Total Relationship Indicators 16-item scale	df	F	Sig
Demographics			
Gender	1	3.572	0.059
Age	4	5.095	0.001**
Ethnicity	7	1.235	0.282
Education	6	2.539	0.020*
Attended an Air Show	1	.839	0.360
Years lived in Community	4	3.020	0.018*
Length of U.S. Military Service	3	3.103	0.026*
Rating of the Community as a place to live	3	65.150	0.000**

* p<.05

** p<.01

Comparison of Demographics between the Fort Walton Beach community and Eglin Air Force Base

Table 4-11 presents a comparison of the demographics (in terms of valid percent) of the Fort Walton Beach community and Eglin Air Force Base military personnel. Valid percent means that only survey respondents who answered the questions were used in calculating the data. Only the demographic factors that appeared in both survey groups were compared. More Fort Walton Beach women (31.5%) responded to the survey than women stationed at Eglin AFB (25.7%). More than 60% of Fort Walton Beach homeowners were 51 years old or older. Only 2.6% of military respondents were older than 51 years. Comparing the education levels of the two groups 38.5% of Fort Walton Beach respondents had a bachelor's degree or higher while 43.2% of the Air Force personnel reported having at least a bachelor's degree. Ethnically, the Eglin, AFB was slightly more diverse with a great percentage of American Americans, Hispanics and people who responded with two or more races. 74.2% of the military personnel said they were white, while 85.6% of the Fort Walton Beach homeowners said they were white.

When it comes to how long respondents have lived in the Fort Walton Beach area 85.2% of the homeowners have lived in community for 10 or more years compared to 9.8% for Eglin military personnel. The demographic data shows that a majority of homeowners (90.0%) and military personnel (93.5%) have attended an air show. Finally, 95.5% of Fort Walton Beach homeowners rated their community as either an excellent or good place to live compared to 83.6% of the Eglin military personnel who ranked the area as a good or excellent place to live.

Table 4-11. Comparison of demographics (in terms of valid percent) between the Fort Walton Beach community and Eglin Air Force Base.

Demographics	Fort Walton Beach, FL Homeowners Valid Percent	Eglin, AFB Military Personnel Valid Percent
Gender		
Female	31.5	25.7
Males	68.5	74.3
Total	100.0	100.0
Age		
18-24 years old	1.0	20.1
25-35 years old	7.5	41.2
36-50 years old	21.4	36.1
51-65 years old	34.3	2.4
66 years or older	35.8	0.2
Total	100.0	100.0
Education Level		
Some High School	1.0	0.2
High School (e.g. GED)	16.0	4.7
Some College (no degree)	27.5	35.8
Associate Degree	17.0	16.2
Bachelor's Degree	22.5	22.9
Master's Degree	14.0	15.8
Doctorate or Professional	2.0	4.5
Total	100.0	100.0

Table 4-11. Continued.

Demographics	Fort Walton Beach, FL Homeowners Valid Percent	Eglin, AFB Military Personnel Valid Percent
Ethnicity		
American Indian and Alaska native Only	3.0	0.2
Asian Only	1	2.1
Black or African American Only	5.5	10.4
Native Hawaiian or Other Pacific Islander Only	0.0	0.2
Hispanic	1.5	4.2
White Only	85.6	74.2
Some Other Race Only	0.5	0.6
Two or More Races	3.0	7.7
Total	100.0	100.0
Years Lived in Community		
1-3	2.5	63.6
4-6	4.4	17.4
7-9	7.9	9.2
10 or more	85.2	9.8
Total	100.0	100.0
Attended an Air Show		
Yes	90.0	93.5
No	10.0	6.5
Total	100.0	100.0
Rate this community as a place to live		
Excellent	65.0	37.0
Good	30.5	46.6
Fair	4.4	13.4
Poor	0.0	2.6
No Opinion	0.0	0.2
Total	100.0	100.0

Comparison of Relationship Indicator results between the Fort Walton Beach community and Eglin Air Force Base

Below is a table that presents a side-by-side comparison of the Fort Walton Beach community and Eglin Air Force Base's views of their relationship. The results are displayed in Table 4-12. The indicator statements in the table below were slightly

reworded to help improve the readability of the comparison. The relationship indicator statements for the survey of Fort Walton Beach homeowners and the survey of Eglin Air Force Base military personnel were practically mirror images of each other. The Fort Walton Beach homeowners who were surveyed had a mean for trust in Eglin Air Force of 4.225. Likewise, the Eglin AFB military personnel surveyed had a mean score for trust in the Fort Walton Beach community of 3.8325. For control mutuality (the degree to which each party feels some control over the relationship) Fort Walton Beach homeowners gave Eglin, AFB a mean score of 3.915 while the military personnel gave a mean control mutuality score of 3.7025 to the community homeowners. The Fort Walton Beach community had a mean commitment score of 4.4525 for Eglin AFB. The military personnel at the base gave a mean commitment score of 3.975 for the local community. The community had a mean score of 4.495 for its satisfaction with Eglin, AFB and military base had a mean score of 4.31 for its satisfaction with the local Fort Walton Beach community (see Table 4-12). Overall, the community gave Eglin, AFB higher mean scores for the relationship indicators of trust, control mutuality, commitment and satisfaction than the military base gave the community.

Table 4-12. Comparison of Relationship Indicator results between the Fort Walton Beach community and Eglin Air Force Base. The relationship indicators statements were slightly reworded from the surveys to make a more uniformed comparison.

Relationship Indicators	Fort Walton Beach Homeowners Mean	Eglin AFB Military Personnel Mean
Trust (4 item-Scale)		
--I feel that I can trust the <i>local Air Force base/community</i> to be a good neighbor.	4.52	4.26
-- The <i>local Air Force base/community</i> can be relied on to keep its promises.	4.07	3.61
-- Ethical principles seem to guide the <i>local Air Force base/community's</i> behavior.	4.08	3.51
-- The <i>local Air Force base/community</i> treats us fairly.	4.23	3.95
Category mean	4.225	3.8325
Control Mutuality (4 item-Scale)		
-- The <i>local Air Force base/community</i> has a tendency to throw its weight around when dealing with us. (Score was reversed to be consistent with 1-5 scale with 5 being most positive)	4.01	3.70
-- The <i>local Air Force base/community</i> really listens to what we have to say.	3.88	3.72
-- The <i>local Air Force base/community</i> believes our opinions are important.	4.14	3.92
-- The <i>local Air Force base/community</i> gives us enough say in its decision-making process.	3.63	3.47
Category mean	3.915	3.7025

Table 4-12. Continued

Relationship Indicators	Fort Walton Beach Homeowners Mean	Eglin AFB Military Personnel Mean
Commitment (4 item-Scale)		
-- The <i>local Air Force base/community</i> values its relationship with us more than it does with other <i>organizations/communities</i> .	4.10	3.33
-- I feel that the <i>local Air Force base/community</i> is trying to maintain a long-term commitment with us.	4.52	4.10
-- I feel the <i>local Air Force base/community</i> is committed to maintaining its relationship with us.	4.48	4.09
-- The <i>local Air Force base/community</i> <u>does not</u> wish to continue its relationship us. (<i>Score was reversed to be consistent with 1-5 scale with 5 being most positive</i>)	4.71	4.38
Category mean	4.4525	3.975
Satisfaction (4 item-Scale)		
-- I feel the <i>local Air Force base/community</i> is pleased with us.	4.55	4.26
-- I feel the <i>local Air Force base/community</i> is important to us.	4.33	4.53
-- Both the local Air Force base and our community benefit from their relationship.	4.60	4.31
-- Generally speaking, the community's relationship with the local Air Force base is good.	4.50	4.14
Category mean	4.495	4.31

Comparison of Reliability Checks of Relationship Indicators between the surveys for Fort Walton Beach community and Eglin Air Force Base

Measures of reliability are normally expressed by a statistic known as Cronbach's Alpha. Alpha is an overall measurement that indicates how well the items measuring the

same characteristic correlate with one another. Generally, reliability coefficients over .70 are adequate (Hon & J. E. Grunig, 1999). Table 4-13 shows that Cronbach's Alpha from the survey of Fort Walton Beach, FL homeowners and the survey of Eglin Air Force Base military personnel. In both surveys three of the four scales exceeded .70. The commitment indicator did not meet that standard although it did average a .705 Alpha when using a 3-point scale. The present study also measured the total reliability of the both relationship indicator scales and it was found to be reliable (See Table 4-13).

Table 4-13. Reliability of Indices for Four Indicators of Relationships between Fort Walton Beach homeowners and Eglin, Air Force Base. Data is expressed as Cronbach's Alpha.

Relationship Indicator	Survey of Fort Walton Beach Homeowners	Survey of Eglin, AFB Military Personnel	Average
Trust			
4-item scale	0.798	0.750	0.774
Control Mutuality			
4-item scale	0.785	0.771	0.778
Commitment			
4-item scale	0.573	0.648	0.6105
3-item scale	0.614	0.796	0.705
Satisfaction			
4-item scale	0.760	0.816	0.788
Total Relationship Indicators			
16-item scale	0.894	0.916	0.905

Comparison of Analysis of Variance for survey demographics and their affect on relationship indicators between the Fort Walton Beach community and Eglin Air Force Base

A one-way analysis of variance test (ANOVA) was conducted that compared potential influences on relationship indicators between the survey of Fort Walton Beach homeowners and the survey of Eglin Air Force base military personnel. The researcher wanted to investigate whether potential influences (such as a respondent's gender) would have an effect on any of the relationship indicators (such as commitment) as well as its

influence on the overall relationship concept (made up of trust, control mutuality, satisfaction and commitment). The researcher did not collapse any of the categories for the demographic variables. In the present study, the independent variables were the 8 demographic-type questions and the dependent variables were the 4 relationship indicators (trust, control mutuality, commitment, satisfaction and an overall relationship indicator that was a combination of all four indicators). The researcher then conducted Scheffe, Duncan and S-N-K (Student-Neuman-Keuls) statistical post hoc tests to the ANOVA data.

Table 4-14 shows a comparison between the ANOVA test results for the surveys of Fort Walton Beach homeowners and Eglin Air Force base military personnel. Only the demographic factors that appeared in both survey groups were compared. The most significant demographic that affected both surveyed groups was how respondents would rate their community as a place to live. How respondents viewed their own community had a significance influence with all of the relationship indicators in both surveys. Age was the second most significant demographic affecting 9 out of the 10 relationship indicators (5 duplicate relationship indicators in both surveys). The education demographic showed significant influence with 7 relationship indicators. The demographic that asked how many years had respondents lived in the community showed no significance in the survey of Fort Walton Beach homeowners; however it showed significance for three relationship indicators in the survey of Eglin, AFB military personnel. Gender and ethnicity affected two relationship factors each. Gender showed significant influence in the control mutuality relationship indicator for the Fort Walton Beach community and it affected the satisfaction indicator for Eglin, AFB military

personnel. Ethnicity showed significant influence in the trust factor for the Fort Walton Beach survey and influence in the satisfaction index for the Air Force base. The demographic that had the least amount of significant influence on any of the relationship indicators was the question that asked if the respondent had attended a military air show. It had no significant influence on any of the relationship indicators in the survey of Fort Walton Beach homeowners and only influenced the commitment factor for the relationship indicator in the Eglin AFB survey (See Table 4-14).

Table 4-14. Comparison of Analysis of Variance for the survey demographics and their affect on the total relationship indicators between Fort Walton Beach homeowners and Eglin Air Force base military personnel.

Relationship Indicators Trust 4-item scale	Fort Walton Beach Homeowners			Eglin, AFB Military Personnel		
Demographics	df	F	Sig	df	F	Sig
Gender	1	3.650	0.058	1	.007	0.933
Age	3	5.361	0.001**	4	3.202	0.013*
Ethnicity	6	2.769	0.013*	7	1.059	0.389
Education	6	2.749	0.014*	6	1.822	0.093
Attended an Air Show	1	.187	0.666	1	.424	0.515
Years Lived in Community	3	.754	0.521	4	2.192	0.069
Rating of the Community as a place to live	2	6.963	0.001**	3	50.352	0.000**
Relationship Indicators Control Mutuality 4-item scale	Fort Walton Beach Homeowners			Eglin, AFB Military Personnel		
Demographics	df	F	Sig	df	F	Sig
Gender	1	6.447	0.012*	1	.953	0.329
Age	3	7.420	0.000**	4	5.388	0.000**
Ethnicity	6	.872	0.517	7	.536	0.807
Education	6	2.237	0.042*	6	2.466	0.023*
Attended an Air Show	1	.008	0.928	1	1.068	0.302
Years lived in Community	3	1.189	0.315	4	2.816	0.025*
Rating of the Community as a place to live	2	6.877	0.001**	3	37.554	0.000**

Table 4-14. Continued.

Relationship Indicators Commitment 4-item scale	Fort Walton Beach Homeowners			Eglin, AFB Military Personnel		
Demographics	df	F	Sig	df	F	Sig
Gender	1	.165	0.685	1	2.699	0.101
Age	4	2.175	0.073	4	3.472	0.008**
Ethnicity	6	1.821	0.097	7	1.420	0.195
Education	6	1.173	0.322	6	2.792	0.011*
Attended an Air Show	1	.478	0.490	1	3.872	0.050*
Years lived in Community	3	.775	0.509	4	2.271	0.061
Rating of the Community as a place to live	2	11.269	0.000**	3	36.055	0.000**
Relationship Indicators Satisfaction 4-item scale	Fort Walton Beach Homeowners			Eglin, AFB Military Personnel		
Demographics	df	F	Sig	df	F	Sig
Gender	1	2.354	0.127	1	4.806	0.029*
Age	4	3.949	0.004**	4	4.709	0.001**
Ethnicity	6	1.314	0.253	7	2.916	0.005**
Education	6	1.626	0.142	6	2.310	0.033*
Attended an Air Show	1	.102	0.749	1	1.622	0.203
Years lived in Community	3	.121	0.948	4	2.836	0.024*
Rating of the Community as a place to live	2	15.824	0.000**	4	36.025	0.000**
Total Relationship Indicators 16-item scale	Fort Walton Beach Homeowners			Eglin, AFB Military Personnel		
Demographics	df	F	Sig	df	F	Sig
Gender	1	2.438	.120	1	3.572	0.059
Age	3	6.349	.000**	4	5.095	0.001**
Ethnicity	6	1.676	0.130	7	1.235	0.282
Education	6	2.464	0.026*	6	2.539	0.020*
Attended an Air Show	1	.027	0.870	1	.839	0.360
Years lived in Community	3	.572	0.634	4	3.020	0.018*
Rating of the Community as a place to live	2	13.016	0.000**	3	65.150	0.000**

* p<.05

** p<.01

CHAPTER 5 DISCUSSION

As mentioned in the introduction, the thesis advanced here is that Air Force Public Affairs should be responsible for managing the organization-public relationship and that the effectiveness of that management can be measured in terms of relationship building. The current investigation examined organization-public relationship scales in an environment that OPR has never been tested before – military public affairs. Furthermore, the current study used a symmetrical approach to gain knowledge of both a community's view and an Air Force base's view of their relationship.

To attempt to capture the relationship between a community and a military base, the researcher created a multi-mode survey using genuine random samples. The surveys were based on previous organization-public relationship scales developed by J.E. Grunig & Hon, 1999; J.E. Grunig & Huang, 2000; Huang, 2001. The relationship scales used in the current investigation were modified to match a military environment and to gain a greater sense of an organization-community's relationship. All three survey modes had a high response rates (mail 37.5%, telephone 26.5% and Internet 53.7%) that allowed the results to be generalized to the greater community and base populations.

The surveys used multiple-item scales built on the concept that relationships consist of more than one fundamental attribute. The number of relationship attributes or dimensions can vary depending upon what part of the relationship an organization wants to measure. In the present study, the researcher developed measurement instruments that

revolved around the relationship dimensions of trust, control mutuality, relationship satisfaction, and relationship commitment.

Reliability tests of the relationship scales were conducted and the dimensions of trust, control mutuality, and satisfaction all had reliable scores (Cronbach's Alpha $>.70$). The dimension of commitment did not have a reliable Alpha on a 4-item scale because one of the items had a large standard deviation. When that commitment item was removed from the scale, the Alpha score for the Internet survey increased to a reliable level of .796. For the mail and telephone surveys the reliable level increased to a marginal level of .614. Averaging the 3-item commitment scales produced a reliable Alpha of .705. Hon & J.E. Grunig (1999) provided a list of questions for researchers to use to measure relationship indicators. Some of the selected relationship statements used in the current study did not provide an acceptable reliability score. The researcher believes the wording of the commitment scale items needs to be revised in future surveys to better clarify the commitment-relationship indicators to military and community survey participants.

Despite a reliability issue for one of the four relationship indicators, the present study fully supports the proposition that Air Force Public Affairs should develop strategic communication programs grounded in the relationship dimensions such as trust, involvement (control mutuality), commitment and satisfaction. If military organizations develop relationship management programs that focus on mutual benefits with key publics, they will be able to better maximize the influence that relationships can have on achieving mission (organization) success. Moreover, measuring organization-public relationships helps to determine the degree to which the Air Force and its key publics

trust one another, agree on that one has rightful power to influence, experience satisfaction, and the commitment level of the relationship. Evaluation the organization-public relationship can provide a means of accountability for Air Force Public Affairs and provide insight into ways to improve strategic relationships. More survey interpretations are discussed in the following section that reviews the research questions of the present study.

Overview of the Research Questions

In this section, each of the two research questions are evaluated based on the results of the surveys.

***RQ1.** Can an organizational-public relations assessment scale be used by the U.S. Air Force to evaluate its relationships with strategic publics?*

The first research question investigated the possibility and practicality of Air Force Public Affairs using an organization-public relationship scale to evaluate its relationships with key publics. To answer the question, survey participants responded on a 5-point scale to indicate the extent to which they agreed or disagreed with 16 relationship items that measured relationships indicators of trust, control mutuality, commitment and satisfaction. Negative indicators were reversed and all of the responses were averaged so that the final score was on a 5-point scale with 5 being the most favorable score.

Figure 5-1 shows how the Fort Walton Beach community views its relationship with Eglin Air Force Base. Respondents seemed to be satisfied (4.495) with their current relationship with the base and the community indicated that they are committed (4.4525) to maintaining the relationship. The community also had a high level of trust (4.225) in the U.S. Air Force. The lowest relationship indicator was control mutuality (3.915). That score indicated that the local Air Force base may want to institute some public

affairs programs that would allow more community interaction and input (see Figure 5-1). The relationship indicators offer a baseline of the current state of relations Eglin has with the Fort Walton Beach community. The measurement scale is a tool communication professionals can use to measure public affairs campaigns and relationship-building efforts.

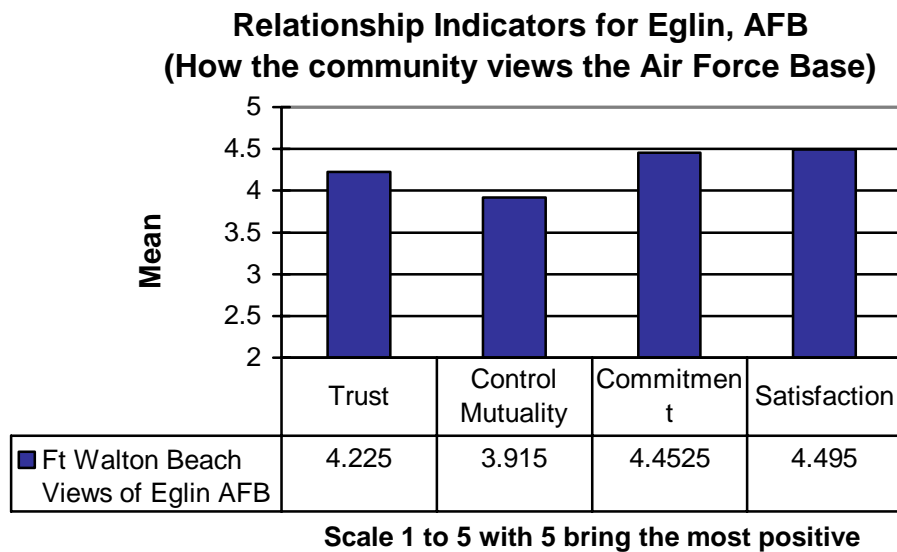


Figure 5-1. Organization-public relationship chart showing Fort Walton Beach's perception of the relationship it has with Eglin Air Force Base.

In addition to measuring how the community viewed an Air Force base the present study used a two-way symmetrical approach to measure how the Air Force base viewed the local community. This research method captures a greater understanding of a two-party relationship in the context of relationship management. Figure 5-2 shows how the military personnel stationed at Eglin Air Force Base views its relationship with the Fort Walton Beach community. Respondents seemed to be satisfied (4.31) with their current relationship with the community and military personnel indicated that they are committed (3.975) to maintaining the relationship. The Air Force base also had a fair amount of trust (3.8925) in the local community. The lowest relationship indicator was control

mutuality (3.7025). That score indicated that the Fort Walton Beach community may want to allow more Air Force interaction into community affairs (see Figure 5-2).

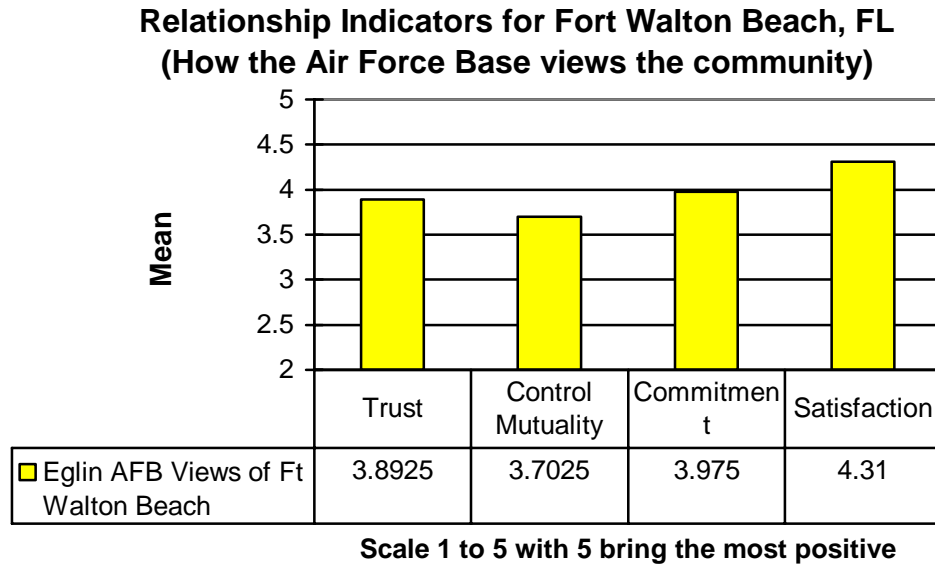


Figure 5-2. Organization-public relationship chart showing Eglin Air Force Base's perception of the relationship it has with the Fort Walton Beach, FL community.

In conclusion, the results to research question 1 showed that this present study provides quantifiable evidence that reliable measurement of relationship outcomes exist. The results from these surveys could be used to improve the strategic management of Eglin Air Force Base's Public Affairs programs. By measuring relationships, Air Force Public Affairs specialists can provide insights into the management of their organizations and demonstrate the value of strategic public affairs. The current investigation supports the concept that an organizational-public relations assessment scale can be used by the U.S. Air Force to evaluate its relationships with its key publics.

Comparing the relationship indicator scores of trust, control mutuality, commitment and satisfaction between Eglin Air Force Base and the Fort Walton Beach community

reveals that the Air Force base was ranked higher than the community in terms of its relationship indicators (see Figure 5-3).

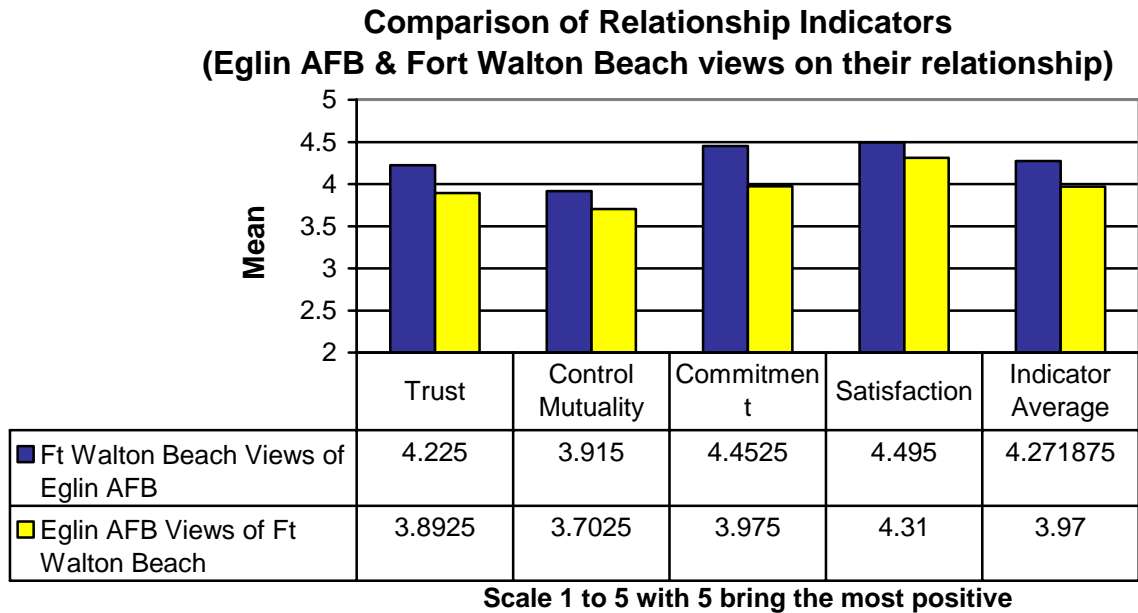


Figure 5-3. Organization-public relationship chart comparing perceptions of the relationship between Eglin Air Force Base and the Fort Walton Beach community.

A contributing factor to the higher score may be time. Previous research has shown that the length of time in a relationship significantly influences perceptions of relationship dimensions (Ledingham, Bruning & Wilson, 1999). It takes time to develop relationships between organization and communities. 85.2% of the Fort Walton Beach homeowners surveyed have lived in the community for at least 10 years. Most of the survey respondents have had time to meet Air Force members and to see what local media outlets have said about the organization. 90.0% of the community respondents also said that they had attended a military air show so they have had an opportunity to see first-hand their military in action. When Eglin military members were surveyed 63.6% of the respondents have lived in the community for 3 years or less. That may translate into

less time to develop strong, trust, satisfaction, control mutuality and commitment levels with the Fort Walton Beach community. When reviewing the results of an ANOVA test conducted on the demographic that told how many years a respondent lived in the community. Time not found to have a significant effect on how Fort Walton Beach community members viewed their relationship. However, when a similar ANOVA test was conducted on Eglin Air Force base military personnel how long they lived in the community did have significant influence on 3 relationship indicators.

In conclusion, when the four relationship indicators are averaged together for each group, the community score was 3.97 and the Air Force base had a score of 4.27 on a 5 point scale. The relationship indicator scores from both surveys mirror each other in terms of ranking satisfaction with the highest score, followed by commitment, trust and control mutuality. The difference between Eglin AFB and the Fort Walton Beach community's score for trust was .3325. The difference between their scores for control mutuality was .2125. The difference between their scores for commitment was .4775 and for satisfaction, the difference between their scores was .185. That means that there was less than a 0.5 difference between how Eglin military personnel and Fort Walton Beach homeowners viewed their relationship indicators. Those scores provide a baseline measurement of the relationship between Eglin Air Force Base and the Fort Walton Beach community.

RQ2. *Do demographics affect the perceptions of a relationship between a local community and a neighboring Air Force base?*

As mentioned in the results section demographics do have an affect on the perceptions of a relationship between the Fort Walton Beach community and Eglin Air Force base. A one-way analysis of variance test (ANOVA) was conducted on each of the

demographic-type questions asked in the surveys of Fort Walton Beach homeowners and Eglin Air Force base military personnel. The one-way ANOVA is a procedure used to test the hypothesis that several means are equal. It looks at the amount of variance for a quantitative dependent variable by a single factor (independent) variable. In Table 5-1 the independent variables were the 8 demographic-type questions and the dependent variable was a “total relationship indicator” made up of the 16-scale items that combined the relationship indicators of trust, control mutuality, commitment and satisfaction together. The researcher did not collapse any of the categories for the demographic variables. The present study investigated if a demographic (such as a respondent’s gender) would have a significant influence on the overall relationship concept. The researcher then conducted Scheffe, Duncan and S-N-K (Student-Neuman-Keuls) statistical post hoc tests to the ANOVA data.

In comparing the results from the overall relationship indicators it appears that 3 out of the 7 demographic factors that both survey groups shared had a significant influence on how the respondents viewed their relationship with the local community and the Air Force base. Age, education and how people rated the community in which they live seemed to affect the overall perceptions of their relationships (see Table 5-1.). This data may be useful for Air Force public affairs professional to focus on building relationships with specific age groups and education levels. For example, in the present survey age was a significant influence in the trust, control mutuality satisfaction and the overall relationship indicator for both Fort Walton Beach residents and Eglin Air Force base personnel. The data supports the concept that the older the respondent is the greater amount of trust, control mutuality, satisfaction the respondent will experience in their

overall relationship with either the community or the local Air Force base. Likewise the more educated a respondent was the more likely that person would have a higher response on their relationship indicators. The research data also supported the idea that more respondents liked their community the higher they scored their relationship indicators between the community and the military base.

In conclusion, the results to research question 2 showed that demographics do have some significant influence on the perceptions of a relationship between a local community and a neighboring Air Force base. The segmentation of the “community” into strategic publics may help to inform Air Force Public Affairs professionals as to whether various members of the community are significantly different in their views of the relationship with the Air Force, or vice versa. This snap shot of the perceived relationship can be used to help determine allocation of communication resources among strategic publics with reference to particular Air Force organizational goals.

Table 5-1. Comparison of Analysis of Variance for the survey demographics and their affect on the total relationship indicators (16-item scale) between Fort Walton Beach homeowners and Eglin Air Force base military personnel.

Total Relationship Indicators 16-item scale	Fort Walton Beach Homeowners			Eglin, AFB Military Personnel		
Demographics	df	F	Sig	df	F	Sig
Gender	1	2.438	0.120	1	3.572	0.059
Age	3	6.349	0.000**	4	5.095	0.001**
Ethnicity	6	1.676	0.130	7	1.235	0.282
Education	6	2.464	0.026*	6	2.539	0.020*
Attended an Air Show	1	.027	0.870	1	.839	0.360
Years lived in Community	3	.572	0.634	4	3.020	0.018*
Rating of the Community as a place to live	2	13.016	0.000**	3	65.150	0.000**

* p<.05

** p<.01

CHAPTER 6 CONCLUSION

According to U.S. Air Force Public Affairs instructions, the purpose of community relations programs is to enable commanders to enhance military morale and readiness as well as build public trust and support. Air Force Public Affairs aims to accomplish that objective by establishing strategic communication programs. The goals of those programs are to (1) increase public awareness and understanding of Air Force missions, policies, and programs; (2) inspire patriotism and encourage young men and women to serve in the military; (3) maintain a reputation as a good neighbor, as well as a respected professional organization charged with part of the responsibility for national security (*Air Force Instruction 35-101, Public Affairs Policies and Procedures*, 2001). Measuring objectives such as “building public trust and support” and “being a good neighbor” is a challenge because Air Force Public Affairs does not have a uniform system to accurately determine how well (or not well) it is accomplishing its relationship-building goals.

The present study set out to determine if it was possible for Air Force Public Affairs to use a series of reliable scales to measure its organization-public relationships. Bruning and Ledingham (1999) defined organization-public relationships as the “state which exists between an organization and its key publics in which the actions of either entity impact the economic, social, cultural or political well-being of the other” (Ledingham & Bruning, 1998, p. 62). To find out if military-public relationships could be measured the researcher developed symmetrical multi-mode surveys to determine the state of a relationship between of an Air Force base and its neighboring community.

Measuring both sides of a relationship makes the measurement more meaningful and proves a richer data set for research.

The surveys focused on the four relationships dimensions of trust, control mutuality (the degree to which each party feels some control over the relationship), commitment and satisfaction because they are the key relational features that consistently appear in organizational, interpersonal and public relations literature. The results of the survey demonstrated that the military base did have a good overall relationship with the community and that the community had a good overall relationship with the base. The present study created a benchmark from which other surveys could be used to measure other Air Force organization-public relationships.

Furthermore, the rating of the relationship between the Air Force and the local community could be used as a predictor of public opinion or behavior. For example, based on an organization's control mutuality rating the Air Force may know that a local community wants more involvement in base operations. Public Affairs professionals could develop communication strategies that include a greater amount of public input. Symmetrical communication with the community could be done with open houses, advisory panels and other means of listening to the concerns of the community. These symmetrical actions with the community should be able to improve the base's relationship with the community.

The present study also showed that demographic information (such as a respondent's age and education level) do have some significant influence on the perceptions of a relationship between a local community and a neighboring Air Force base. The segmentation of the "community" into strategic publics may help public affairs

professionals make better use of communication resources to reach key publics with reference to particular Air Force organizational goals.

The results from the current investigation, coupled with findings from previous research (Bruning & Ledingham, 1999; Hon & J.E. Grunig, 1999; J.E. Grunig & Huang, 2000), suggest that public relations should focus on the management of relationships between the organization and its key publics in order to create mutually beneficial relationships. Effective organizations understand that relationships are dynamic and change over time and therefore should be measured to gain a better understanding of the nature of the relationship.

Implications

Theoretical Implications

From a theoretical perspective, the present study builds upon the relationship management approach to public relations and expands it by conducting a symmetrical approach to measuring organization-public relationships. Relationship-management theory was first advocated by Ferguson (1984) who called for the focus of public relations to be on relationships. In 1992, J. E. Grunig defined the goal for public relations to be “building relationships with publics that constrain or enhance the ability of the organization to meet its mission” (p. 20). The present study builds on relationship management theory by extending it into a new environment – military public affairs. The investigation looked to see if the outcomes of successful relationships (i.e. trust, control mutuality, commitment and satisfaction) could be applied to the relationship a military base forms with its neighboring community. This study supported the proposition that relationships consist of more than one fundamental element and that several relationship dimensions were relevant indicators in measuring relationships. The results from this

investigation indicate that Air Force Public Affairs could benefit from using organization-public relationship management as a model for its operations.

Public relations research suggests (Broom et al., 1997; Bruning & Ledingham, 1999; Ferguson, 1984; Ledingham & Bruning, 1998) that the value of public relations can be shown by measuring the quality of relationships organizations have with key publics. The investigation expands the notion of linking organization-public relationships to organizational goals. The present study provides a means for military public affairs to show in quantifiable measures its contributions to the goals of the Air Force by building long-term behavioral relationships with key publics.

The investigation enhances relationship theory by measuring organization-to-community relationships. The surveys aimed to determine the relationship between a community and an Air Force base. Although the researcher's surveys were based on previous organization-public relationship scales developed by J.E. Grunig & Hon, 1999; J.E. Grunig & Huang, 2000; Huang, 2001 the relationship scales were modified to match a military environment and to capture a greater sense of an organization-community's relationship.

The present study also contributes to the practice of public relations, especially from a relationship management perspective. Relationship management implies a give and take between parties involved in the relationship. The present investigation used multiple surveys to provide a clearer understanding of a two-way symmetrical relationship. The results showed how both the organization (Eglin Air Force Base) and the public (Fort Walton Beach community members) looked at their relationship. The study adds to public relations theory by investigating whether demographic factors (such

as a respondent's gender, age or education-level) influence respondents' perceptions of a relationship between a local community and a neighboring Air Force base. The data supports the concept that public relation professionals should segment the communities into strategic publics and then focus communication resources to develop, build or maintain those relationships.

Practical Implications

As stated in the introduction, one of the main goals of this investigation was to determine whether the U.S. Air Force could use a relationship management approach to measure its Public Affairs programs. The current study used previous developed relationship scales and modified them slightly to work in a military-community environment to measure the effectiveness of Air Force Public Affairs programs and the relationships they help build.

The practical application for this investigation would be for other Air Force bases to adopt a similar approach to quantitatively measure their public affairs programs. The results from the present study demonstrate that it is possible to determine the state of a relationship between an Air Force base and its neighboring community. Measuring both sides of a relationship makes the measurement more meaningful and proves a richer data set for research. It shows that military public affairs contributes to Air Force effectiveness by building quality, long-term relationships with key constituencies.

Another practical use from the present study is that public affairs professionals could use the results to discover areas for improvement between the Air Force and its key publics. For example, in this investigation control mutuality had the lowest score of the four relationship dimensions. If Eglin Air Force Base wanted to improve its control

mutuality rating, the public affairs office may attempt to get the community more involved in its operations and be more open to the media. Public affairs could develop a citizen advisory panel between the base and the community to help make both groups feel they have some control over the relationship.

The present study provides two concise multiple-item scales with decent reliability and validity that the U.S. Air Force can use to understand its relationships with key publics and to help improve its public affairs operations. The application of the organization-public relationship scales can be modified to meet specific public affairs needs and it is suggested that the scales be used periodically to track relationship trends and to measure the results of specific communication campaigns.

The study also offers some insight into the significant influence demographics (such as ethnicity and gender) have on the perceptions of a relationship between a local community and a neighboring Air Force base. Public affairs professionals could use the survey data that revealed a respondent's age influenced how they viewed the relationship to develop communication campaigns specifically targeted at different age demographics. To reach a younger audience an Air Force base may start a tour program aimed at college aged students and to reach an older audience a tour program could be developed to reach local retirement homes.

Additionally, the present investigation may help military public affairs professionals overcome the tendency to view the production of communication vehicles as the solution to public affairs problems and adopt the concept of public affairs as the management of organization-public relationships. A wing public affairs official could use the data from measuring the relationship between an Air Force base and the

community to show the base commander the value of military public affairs. Public affairs experts could use the quantifiable evident from the surveys to discover areas for improvement and to strengthen military communication programs and campaigns. Moreover, the present study offers several observations that may prove useful for public relations professionals. They include the following:

1. The organization-public relationship provides a meaningful framework to help assess relationship-building efforts.
2. Relationship measurement scales can provide insights into ways of improving relationships.
3. Evaluation of the organization-public relationships can provide a means of accountability for public relations professionals.
4. Identifying common points of interest between an organization and its key publics is a vital part of building effective relationships.

Limitations to the Current Investigation

Although the results of the present investigation can be generalized to represent the Fort Walton Beach community and the Eglin Air Force base military personnel, there were financial limitations on how many mail surveys the researcher could send out. A greater number of responses would have resulted in more accurate confidence intervals and a reduction in the surveys margins of errors.

Another limitation was in the wording of some of the relationship scale items. A number of survey respondents wrote comments next to the scale items they did not understand. For example, many people seemed confused by the commitment scale item that asked: "The community values its relationship with the local Air Force base more than it does with other organizations." The researcher believes that the unclear wording of some of the relationship scale items had an effect on the reliability of the commitment indicator. Future scales of relationship measurement should be refined. Overall, the

reliability tests of the relationship dimensions of trust, control mutuality, and satisfaction had reliable scores (Cronbach's Alpha $>.70$). However, the dimension of commitment did not have a reliable Alpha on a 4-item scale because one of the items had a large standard deviation. Hon & J.E. Grunig (1999) provided a list of questions for researchers to use to measure relationship indicators. Some of the selected relationship statements used in the current study did not provide an acceptable reliability score. The researcher believes other relationship questions could have been used and that the wording of the commitment scale items needs to be revised in future surveys to better clarify the commitment-relationship indicators to military and community survey participants.

Despite a reliability issue for one of the four relationship indicators, the present study fully supports the proposition that Air Force Public Affairs should develop strategic communication programs grounded in the relationship dimensions such as trust, involvement (control mutuality), commitment and satisfaction.

Suggestions for Future Research

Future research should be undertaken to examine whether military bases at other locations have similar expectations, perceptions and evaluations. To improve the validity of the relationship scales used in the present study, future research should consider refining the relationship scales to better gauge military-community relations. The present study examined only the four most important dimensions of Hon and J. E. Grunig's (1999) relationship measurement scale. Future research should examine other dimensions that comprise organization-public relationships. Another logical next step for future research would be to test the organization-public relationship scales across different types of military organizations (wing, major commands, headquarters) and across different key publics such as media organizations and civic leaders.

This study is limited to investigating the state of a relationship only at one point in time. Prior research suggests that relationships are not static and that they can and do change over time (Bruning & Ledingham, 2000a). A longitudinal approach to track the state of a community's relationship with its local Air Force base would be recommended in the future. Suggested research also included generalizing this survey beyond the U.S. Air Force. The symmetrical approach to measuring organization-public relationships could be test in a variety of other relational environments.

Future research could also focus more on the significant influences that demographics have on relationship indicators.

APPENDIX A
INTERNET SURVEY INFORMATION

Appendix A: E-Mail Survey Letter

X-SenderDellaVedova@captd.ufl.edu

Date 11 Nov 2004

ToJaneDoe@Eglin.af.mil

ACTION: AF Survey

I am writing to ask your help in a study being conducted as part of my Air Force Institute of Technology (AFIT) masters thesis. You were selected from a random sample of people who work at Eglin Air Force Base and are being asked your opinions about how you view the Greater Fort Walton Beach community.

This is an approved Air Force survey (*Control Number: USAF SCN 04-105 valid through 31 Jan 05*) and a University of Florida approved survey (*Protocol Number: 2004-U-849*). In addition, the survey was cleared by the 96 ABW/CC, AAC Public Affairs and the Base Information Assurance Office. You can contact Lt. Kristen Duncan, 96 ABW/PA, for further details at 2-3931.

Your responses are completely confidential and survey information will be released only as summaries in which individual answers cannot be identified. This survey is voluntary and you do not have to answer any question you do not wish to answer. However, it would be greatly appreciated if you took a few minutes to fill out this short questionnaire. If you have questions about the survey, feel free to contact me at captd@ufl.edu.

Thank you in advance for your help. Please click either of the web links below to begin.

<http://questionweb.com/81251>

<http://questionweb.com/81251/>

JOSEPH DELLAVEDOVA, Capt, USAF
AFIT Graduate Student
University of Florida

Appendix A: Internet Survey



UNIVERSITY OF FLORIDA

(USAF Survey Number: SCN 04-105 valid till 31
Jan 05) (IRB Survey Protocol Number: 2004-U-849)

A Research Study: Measuring Military and Community Relations

Survey Instructions:

The following questions address perceptions about the Air Force's relationship with the Greater Fort Walton Beach community. Please indicate to what extent you agree or disagree with each of the following 16 statements. *Please circle your responses and turn the page over to complete the survey.*

Community Relations (Questions 1-7)	Strongly Agree ↓	Agree ↓	Neutral ↓	Disagree ↓	Strongly Disagree ↓	No Opinion (Not Applicable) ↓
1. I feel that I can trust the Greater Fort Walton Beach community to be a good neighbor to the Air Force.	SA	A	N	D	SD	N/A
2. I feel the local Air Force base is pleased with the Greater Fort Walton Beach community.	SA	A	N	D	SD	N/A
3. The local Air Force base values its relationship with the Greater Fort Walton Beach community more than it does with other communities.	SA	A	N	D	SD	N/A
4. The Greater Fort Walton Beach community has a tendency to throw its weight around when dealing with our Air Force base.	SA	A	N	D	SD	N/A
5. The Greater Fort Walton Beach community really listens to what our Air Force base has to say.	SA	A	N	D	SD	N/A
6. The Greater Fort Walton Beach community can be relied on to keep its promises.	SA	A	N	D	SD	N/A
7. I feel that the Greater Fort Walton Beach community is trying to maintain a long-term commitment to our Air Force base.	SA	A	N	D	SD	N/A

Community Relations (Questions 8-16)	Strongly Agree ↓	Agree ↓	Neutral ↓	Disagree ↓	Strongly Disagree ↓	No Opinion ↓
8. The Greater Fort Walton Beach community believes the opinions of our Air Force base are important.	SA	A	N	D	SD	N/A
9. I feel our Air Force base is important to the Greater Fort Walton Beach community.	SA	A	N	D	SD	N/A
10. Ethical principles seem to guide the Greater Fort Walton Beach community's behavior.	SA	A	N	D	SD	N/A
11. I feel the community is committed to maintaining its relationship with the local Air Force base.	SA	A	N	D	SD	N/A
12. Both the Air Force base and the Greater Fort Walton Beach community benefit from their relationship.	SA	A	N	D	SD	N/A
13. Compared to other communities, the Air Force base treats the Greater Fort Walton Beach community fairly.	SA	A	N	D	SD	N/A
14. The Air Force base <u>does not</u> wish to continue its relationship with the Greater Fort Walton Beach community.	SA	A	N	D	SD	N/A
15. The Greater Fort Walton Beach community gives our Air Force base enough say in its decision-making process.	SA	A	N	D	SD	N/A
16. Generally speaking, the community's relationship with the local Air Force base is good.	SA	A	N	D	SD	N/A

Instructions: The following 8 questions address your experiences and demographics.

17. How many years have you lived in this community? <ul style="list-style-type: none"> <input type="radio"/> 1-3 years <input type="radio"/> 4-6 years <input type="radio"/> 7 -9 years <input type="radio"/> 10 or more years 	21. Have long have you served in the U.S. military? <ul style="list-style-type: none"> <input type="radio"/> 1-3 years <input type="radio"/> 4-6 years <input type="radio"/> 7 -9 years <input type="radio"/> 10 or more years
18. How would you rate your community as a place to live? <ul style="list-style-type: none"> <input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Fair <input type="radio"/> Poor <input type="radio"/> No Opinion 	22. What is your age? <ul style="list-style-type: none"> <input type="radio"/> 18-24 years old <input type="radio"/> 25-35 years old <input type="radio"/> 36-50 years old <input type="radio"/> 51-65 years old <input type="radio"/> 66 years old or older
19. What is your education level? <ul style="list-style-type: none"> <input type="radio"/> Some High School <input type="radio"/> High School or equivalent (e.g. GED) <input type="radio"/> Some College Credit (no degree) <input type="radio"/> Associate Degree (e.g. AA, AS) <input type="radio"/> Bachelor's Degree (e.g. BA, AB, BS) <input type="radio"/> Master's Degree <input type="radio"/> Doctorate or Professional School Degree 	23. What is your ethnicity? <ul style="list-style-type: none"> <input type="radio"/> American Indian and Alaska Native Only <input type="radio"/> Asian Only <input type="radio"/> Black or African American Only <input type="radio"/> Native Hawaiian or Other Pacific Islander Only <input type="radio"/> Hispanic <input type="radio"/> White Only <input type="radio"/> Some Other Race Only <input type="radio"/> Two or More Races
20. Have you ever been to a military air show? <ul style="list-style-type: none"> <input type="radio"/> Yes <input type="radio"/> No 	24. What is your gender? <ul style="list-style-type: none"> <input type="radio"/> Female <input type="radio"/> Male

APPENDIX B
MAIL SURVEY INFORMATION

Appendix B: Mail survey cover letter on University of Florida stationary

Dear Mr./Ms. _____,

I am writing to ask your help in a study being conducted as part of my master's thesis work for the University of Florida. The survey takes about five minutes and your responses will help researchers better understand how the Greater Fort Walton Beach area views the U.S. Air Force. Please complete the attached survey and send it back to me using the enclosed postage-paid envelope.

Currently, it is unclear what local people's perceptions are about the community's relationship with the military. Only by asking people to give their honest opinions can one learn what the public really thinks about its Air Force. Results from this survey will be forwarded to the service to help improve military-community relations. You were selected from a random sample of Fort Walton Beach homeowners and your answers to the survey will remain completely confidential. Your answers will be combined with other responses and will be released only as summaries in which no individual's answers can be identified. When you return your completed questionnaire, your name will be deleted from the mailing list and will never be connected to your answers in any way. This survey is voluntary and you do not have to respond to any question you do not wish to answer. However, it would be greatly appreciated if you took a few minutes to fill out this short questionnaire. If you decide not to take the survey, please let me know by returning the blank survey in the enclosed stamped envelope.

There are no anticipated risks, compensation or other direct benefits to you as a participant in this survey. By completing the questionnaire, you indicate your willingness to participate in the research. If you have any questions or comments about this study, I would be happy to talk with you. My phone number is (352) 336-3577, or you can call my academic advisor, Dr. Michael A. Mitrook at (352) 392-8730. This survey has been approved by the University of Florida and has been assigned protocol number 2004-U-849. Questions or concerns about your rights as a research participant may be directed to the UFIRB office, University of Florida, Box 112250, Gainesville, FL 32611; phone (352) 392-0433. Again, I would greatly appreciate your help with this research survey. Thank you for your time and consideration.

Sincerely,
Joe Della Vedova
University of Florida
Graduate Student

Appendix B: Mail Survey



UNIVERSITY OF FLORIDA

(IRB Survey Protocol Number: 2004-U-49)

A Research Study: Measuring Military and Community Relations

Survey Instructions:

The following questions address perceptions about the community's relationship with the Air Force. Please indicate to what extent you agree or disagree with each of the following 16 statements. *(Please circle your responses and turn the page over to complete the survey.)*

Community Relations (Questions 1-8)	Strongly Agree ↓	Agree ↓	Neutral ↓	Disagree ↓	Strongly Disagree ↓	No Opinion (Not Applicable) ↓
1. I feel that I can trust the local Air Force base to be a good neighbor.	SA	A	N	D	SD	N/A
2. I feel the community is pleased with the local Air Force base.	SA	A	N	D	SD	N/A
3. The community values its relationship with the local Air Force base more than it does with other organizations.	SA	A	N	D	SD	N/A
4. The local Air Force base has a tendency to throw its weight around when dealing with our community.	SA	A	N	D	SD	N/A
5. The local Air Force base really listens to what our community has to say.	SA	A	N	D	SD	N/A
6. The local Air Force base can be relied on to keep its promises.	SA	A	N	D	SD	N/A
7. I feel that the local Air Force base is trying to maintain a long-term commitment to our community.	SA	A	N	D	SD	N/A
8. The local Air Force base believes the opinions of our community are important.	SA	A	N	D	SD	N/A

Community Relations (Questions 9-16)	Strongly Agree ↓	Agree ↓	Neutral ↓	Disagree ↓	Strongly Disagree ↓	No Opinion (Not Applicable) ↓
9. I feel our community is important to the local Air Force base.	SA	A	N	D	SD	N/A
10. Ethical principles seem to guide the local Air Force base's behavior.	SA	A	N	D	SD	N/A
11. I feel the community is committed to maintaining its relationship with the local Air Force base.	SA	A	N	D	SD	N/A
12. Both the local Air Force base and our community benefit from their relationship.	SA	A	N	D	SD	N/A
13. Compared to other organizations, the local Air Force base treats our community fairly.	SA	A	N	D	SD	N/A
14. The community <u>does not</u> wish to continue its relationship with the local Air Force base.	SA	A	N	D	SD	N/A
15. The local Air Force base gives our community enough say in its decision-making process.	SA	A	N	D	SD	N/A
16. Generally speaking, the community's relationship with the local Air Force base is good.	SA	A	N	D	SD	N/A

Instructions: The following 8 questions address your experiences and demographics. Your answers will remain completely confidential. (*Please circle your responses.*)

17. How many years have you lived in this community?

- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7 -9 years
- ☐ 10 or more years

18. How would you rate your community as a place to live?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ No Opinion

19. What is your education level?

- ☐ Some High School
- ☐ High School or equivalent (e.g. GED)
- ☐ Some College Credit (no degree)
- ☐ Associate Degree (e.g. AA, AS)
- ☐ Bachelor's Degree (e.g. BA, AB, BS)
- ☐ Master's Degree
- ☐ Doctorate or Professional School Degree

20. Have you ever been to a military air show?

- ☐ Yes
- ☐ No

21. What is your gender?

- ☐ Female
- ☐ Male

22. What is your age?

- ☐ 18-24 years old
- ☐ 25-35 years old
- ☐ 36-50 years old
- ☐ 51-65 years old
- ☐ 66 years old or older

23. What is your ethnicity?

- ☐ American Indian and Alaska Native Only
- ☐ Asian Only
- ☐ Black or African American Only
- ☐ Native Hawaiian or Other Pacific Islander Only
- ☐ Hispanic
- ☐ White Only
- ☐ Some Other Race Only
- ☐ Two or More Races

24. Have you ever served in the U.S. military?

- ☐ Yes
- ☐ No

Survey Completed.
Please Mail Back Using The Enclosed Postage-Paid Envelope.
Thank You!

APPENDIX C
TELEPHONE SURVEY INFORMATION

Appendix C: Telephone Survey Introduction

Hello, my name is Joe Della Vedova and I'm a graduate student from the University of Florida who is working on his master's degree.

As part of my thesis work, I am conducting a five-minute survey of Fort Walton Beach residents to find out what people think of the Eglin Air Force base.

Your cooperation with the survey is voluntary and any information you provide will remain completely confidential and anonymous.

Would you please take a few minutes to answer some survey questions for my master's thesis?

Thank You.

In this survey, I'm going to read a few statements and you should tell me to what extent do you agree or disagree with them.

There are a total of five responses. You can tell me whether you:

Strongly Agree,

Agree,

Are Neutral,

Disagree.

Or Strongly Disagree,

You can also tell me if you have No Opinion about the statement?

Appendix C: Telephone Survey Fallback statements

-- What is the purpose of the survey and how will the findings be used?

The survey is very short, about two to three minutes. . This survey has been approved by the University of Florida and has been assigned protocol number 2004-U-849. Most of the questions deal your opinions about the U.S. Air Force. Currently, it is unclear whether people want more or less to be done by the service to develop community relations than is now being done. Only by asking people to give their honest opinions can one learn what the public thinks about its Air Force. Results from the survey may be used by the service to improve military-community relations. It's important to note that we speak with people regardless of how much they think they know about the Air Force, so that we can get a true picture of attitudes throughout the Fort Walton Beach area. As I said before, I am working on my master's thesis and I need to complete this survey as part of my coursework. All your answers are confidential and your cooperation is voluntary, but I'd greatly appreciate your help.

-- Who is conducting /sponsoring this survey?

I am working on my master's thesis and I need to complete this survey as part of my coursework. This survey is being conducted by the University of Florida and has been assigned protocol number 2004-U-849. . I should tell you that I am in the Air Force and currently working on my master's degree. I'm doing this study so that it may eventually help the service measure its relationships with the communities it relies on to do its mission. However, this study is not sponsored by the military; it is being conducted through the University of Florida. As I said before, all your answers are confidential and your cooperation is voluntary, but your help would be appreciated.

-- How did you get my telephone number?

Your number was chosen by a technique called random digit dialing. A sample group of about 400 names was compiled by selecting every nth name from a data base compiled from post office and phone book information. The phone numbers were scrubbed against the Do Not Call list before I placed any phone calls. Researchers use this technique because it is important to speak with people throughout Fort Walton Beach, regardless whether their numbers are listed or unlisted. That's the only way we can get a survey that will fairly represent the opinions of local homeowners.

-- Who can I contact about this survey?

If you have questions about this survey, you can contact my academic advisor, Dr. Michael A. Mitrook at (352) 392-8730 during the daytime. Questions or concerns about your rights as a research participant may be directed to the UFIRB office, University of Florida, Box 112250, Gainesville, FL 32611; phone (352) 392-0433.

Appendix C: Telephone Survey Call Sheet

Telephone Survey of Taylor County Homeowners About Their Relationship with the U.S. Air Force

Telephone Number:
Number:

Questionnaire

Introduction:

Hello, my name is Joe Della Vedova and I'm a graduate student from the University of Florida who is working on his master's degree. As part of my thesis work, I am conducting a short random survey of Forth Walton Beach area homeowners. The purpose of the survey is to determine how people feel about their relationship with the U.S. Air Force. The results from this survey may be used by the service to improve military-community relations. Your cooperation is voluntary. You do not have to answer any question you do not wish to answer. However, it would be greatly appreciated if you took a few minutes to help. It's important to note that your responses are kept completely confidential. Any information you provide will be grouped together with other responses. No specific answers will be identified. There are no anticipated risks, compensation or other direct benefits to you as a participant in this survey. By completing this survey, you indicate your willingness to participate in the research. If you have any questions or comments about this study, I would be happy to talk with you.

Contact Attempts:	Disposition	Interviewer ID
1. _____		
2. _____		
3. _____		
4. _____		
5. _____		

Disposition Codes:

-- No Answer	-- Language barrier with respondent	-- Disconnected
-- Busy	-- Refusal by respondent	-- Business phone
-- Answering Machine	-- Completed Interview	-- Partial Interview

Appendix C: Telephone Survey

A Research Study: Measuring Military and Community Relations

This is a University of Florida survey measuring community relations with the U.S. Air Force. It is a short survey with 24 questions. Your participation in this project is voluntary. The research involves no risks and will require about 10 minutes of your time. All records and data related to this research will be confidential to the extent provided by law. Individual respondents will not be identified by name in the report. You have the right to withdraw from the study at any time without consequences.

1. To what extent do you agree or disagree with this statement:

“I feel that I can trust the local Air Force base to be a good neighbor.

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

2. To what extent do you agree or disagree with this statement:

“I feel the community is pleased with the local Air Force base.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

3. To what extent do you agree or disagree with this statement:

“The community values its relationship with the local Air Force base more than it does with other organizations.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

4. To what extent do you agree or disagree with this statement:

“The local Air Force base has a tendency to throw its weight around when dealing with our community.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

5. To what extent do you agree or disagree with this statement:

“The local Air Force base really listens to what our community has to say.

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

6. To what extent do you agree or disagree with this statement:

“The local Air Force base can be relied on to keep its promises.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

7. To what extent do you agree or disagree with this statement:

“I feel that the local Air Force base is trying to maintain a long-term commitment to our community.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

8. To what extent do you agree or disagree with this statement:

“The local Air Force base believes the opinions of our community are important.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

9. To what extent do you agree or disagree with this statement:

“I feel our community is important to the local Air Force base.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

10. To what extent do you agree or disagree with this statement:

“Ethical principles seem to guide the local Air Force base’s behavior.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

11. To what extent do you agree or disagree with this statement:

“I feel the community is committed to maintaining its relationship with the local Air Force base.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

12. To what extent do you agree or disagree with this statement:

“Both the local Air Force base and our community benefit from their relationship.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

13. To what extent do you agree or disagree with this statement:

“Compared to other organizations, the local Air Force base treats our community fairly.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

14. To what extent do you agree or disagree with this statement:

“The community does not wish to continue its relationship with the local Air Force base.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

15. To what extent do you agree or disagree with this statement:

“The local Air Force base gives our community enough say in its decision-making process.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

16. To what extent do you agree or disagree with this statement:

“Generally speaking, the community’s relationship with the local Air Force base is good.”

Would you say that you Strongly Agree, Agree, Are Neutral, Disagree. Strongly Disagree, or do you have No Opinion on this statement?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- ☐ No Opinion

17. . How many years have you lived in this community?

- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7 -9 years
- ☐ 10 or more years

18. How would you rate your community as a place to live?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ No Opinion

19. What is your education level?

- ☐ Some High School
- ☐ High School or equivalent (e.g. GED)
- ☐ Some College Credit (no degree)
- ☐ Associate Degree (e.g. AA, AS)
- ☐ Bachelor's Degree (e.g. BA, AB, BS)
- ☐ Master's Degree
- ☐ Doctorial or Professional School Degree

20. Have you ever been to a military air show?

- ☐ Yes
- ☐ No

21. What is your gender?

- ☐ Female
- ☐ Male

22. What is your age?

- ☐ 18-24 years old
- ☐ 25-35 years old
- ☐ 36-50 years old
- ☐ 51-65 years old
- ☐ 66 years old or older

23. What is your ethnicity?

- ☐ American Indian and Alaska Native Only
- ☐ Asian Only
- ☐ Black or African American Only
- ☐ White Only
- ☐ Some Other Race Only
- ☐ Two or More Races

24. Have you ever served in the U.S. military?

- ☐ Yes
- ☐ No

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BIOGRAPHICAL SKETCH

Captain Joe Della Vedova is an active duty U.S. Air Force Public Affairs officer currently assigned to the University of Florida to attain a master's degree in public relations.

Prior to his current assignment, Capt. Della Vedova served as a media relations officer at the Air Force Press Desk in Washington, DC from 1999 to 2003. While he was at the Pentagon, he was responsible for coordinating media relations activities for senior Air Force leaders. He was also responsible for the Headquarters Air Force Media Training Program. The training helps senior Air Force and Department of Defense officials to respond naturally to the media while delivering key messages. He provided media training for Gen Richard Myers, the Chairman of the Joint Chiefs of Staff, 24-hours before the U.S military began its war against terrorism. He also media trained the Honorable Torie Clarke, Assistant Secretary of Defense for Public Affairs as well as a host of other high-ranking Department of Defense and Air Force officials.

Prior to being assigned to the Pentagon, Capt Della Vedova held the position of Chief of Public Affairs at Howard Air Force Base in Panama. He was there during the Air Force's last year in the Canal Zone prior to turning over the military base to the Government of Panama. While in Panama he deployed to provide relief support to the people affected by Hurricane Mitch and earned a Humanitarian Medal for helping to deliver food and medical supplies. Capt. Della Vedova was also the Deputy Chief of

Public Affairs at Langley Air Force Base in Virginia. He graduated from The Citadel, The Military College of South Carolina, with a degree in English in 1995.

He is married and has a daughter. Capt. Della Vedova will report to his next duty assignment as the Chief of Public Affairs, 509th Bomb Wing, Whiteman Air Force Base, Missouri in June 2005.